

From: (b)(6); (b)(7)(C)
Sent: 14 Nov 2017 15:22:28 +0000
To: (b)(6); (b)(7)(C)
Subject: FW: Please share your feedback – TCO Procurement Strategy

Did you get a survey?

Thanks,

(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Friday, November 10, 2017 5:30 AM
To: (b)(6); (b)(7)(C)
Subject: Please share your feedback – TCO Procurement Strategy

We greatly value your feedback!



Dear (b)(6); (b)(7)(C)

We greatly value the opportunity to work with you on this project. As you know, we aim to make a lasting difference to your organization. **To ensure we are fulfilling this mission, we'd like to ask for your feedback.**

Below is a button to a short, simple survey. This will help inform a broader conversation about your experience of working with McKinsey.

Please click on the button and provide your feedback by 24/11/17 (dd/mm/yy).

This survey is secure, and only one response can be submitted per link. Only your McKinsey team will see your feedback.

This survey is secure, and only one response can be submitted per link. Only your McKinsey team will see your feedback.

Thank you for your collaboration!

McKinsey client feedback

(This email is sent to you on behalf of (b)(6); (b)(7)(C)

Take Survey

Take Survey

If you are not directed to the survey automatically, you can also paste the URL provided below into your browser's address bar

http://ctd.mckinsey.com/wix/p50529640.aspx?_sid_=0lcDoZs30dY6drM6M8Ahh7D-gv3bGTxaH6sciebD8Bjy0tcz08uvblpNnfK1muTAJyWumSfAXmZvjKDoXvrTpg2

From: (b)(6); (b)(7)(C)
Sent: 20 Oct 2017 19:23:49 +0000
To: (b)(6); (b)(7)(C)
Subject: FW: Recap from this week's Procurement Strategy Workshop
Attachments: Procurement process outreach plan.pptx, Updated negotiation and selection process map.pptx, Consolidated detention procurement process maps.pptx

FYI!

Thanks,

(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Friday, October 20, 2017 3:22 PM

(b)(6); (b)(7)(C)

Subject: Recap from this week's Procurement Strategy Workshop

Hi all,

Thank you again for such great participation and contributions during Wednesday's detention procurement strategy workshop. I am excited about the freshly designed negotiations and vendor selection process, as well as the stakeholder outreach plan that you all put together. Some of the key takeaways from the discussion were:

- There are a number of **key stakeholders** who should be fully engaged in the finalization and execution of these process changes (OAQ, ERO leadership, DPAU, ODPP, FODs, DFODs/AFODs, and CORs)
- Additionally, the perspectives and input from other **divisions must be accommodated** (IHSC, OSD, OBPP, OPLA, ERO facilities, and other CMD)
- Suppliers and regulators should be provided **communication and information**, as needed
- FAR-based and multi-vendor IGSA negotiations should follow similar paths of **clarification and negotiation**, while IGSA's with only one viable facility can follow an **expedited, direct process**
- Conversations should occur with OPLA as to if and how **in-person negotiations** may occur and drive better results
- It is important that the **integrity of negotiation remains intact**, necessitating that only designated ICE representatives are allowed to negotiate or have the appearance of negotiating (i.e., conflicting messages or concessions cannot be delivered outside of formal channels)

Attached you will find draft versions of your new negotiation process map and outreach plan. Any further feedback that you have to finalize these documents would be much appreciated, as it is important that they accurately and completely reflect the outcome of the workshop. I have also included a document with all updated process maps to date for convenient access.

If you have any questions, comments, suggestions, ideas, or concerns, please feel free to contact me directly or pose your thoughts to the broader group.

Kind regards,

(b)(6);
(b)(7)(C)

(b)(6); (b)(7)(C)

McKinsey & Company | Senior Implementation Coach
San Francisco, CA | (b)(6); (b)(7)(C)

+=====

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This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

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The way to engage each stakeholder differs based on their level of influence and the urgency to reach them

(b)(5); (b)(4)



Messaging outline for groups

Group	How is the group likely to react?	How would we like them to react?	What is necessary to shift their behavior?	How could this engagement happen?
-------	-----------------------------------	----------------------------------	--	-----------------------------------

(b)(5); (b)(4)




Workshop output: Rolling out the transformation to stakeholders (2/2)

Group	How is the group likely to react?	How would we like them to react?	What is necessary to shift their behavior?	How could this engagement happen?
(b)(5); (b)(4)				



Future state: negotiation and vendor selection for FAR-based contracts and multi-vendor IGSA's

 New tool or template needed


(b)(5); (b)(4)

Contents

- **Needs identification and validation**

- Requirements definition and release
- Technical evaluation and competitive range determination
- Negotiation and vendor selection

Needs identification and validation

 New tool or template needed

(b)(5); (b)(4)



Contents

- Needs identification and validation
- **Requirements definition and release**
- Technical evaluation and competitive range determination
- Negotiation and vendor selection

Future state: Requirement setting for FAR-based procurements

(b)(5); (b)(4)



Future state: Requirement setting for IGSA procurements

(b)(5); (b)(4)



Contents

- Needs identification and validation
- Requirements definition and release
- **Technical evaluation and competitive range determination**
- Negotiation and vendor selection

Future state: technical evaluation of responses to create competitive range


(b)(5); (b)(4)

TEP evaluates

Contents

- Needs identification and validation
- Requirements definition and release
- Technical evaluation and competitive range determination
- **Negotiation and vendor selection**

Future state: negotiation and vendor selection for FAR-based contracts and multi-vendor IGSAs

 New tool or template needed

(b)(5); (b)(4)

From: (b)(6); (b)(7)(C)
Sent: 28 Jun 2017 15:00:19 +0000
To: (b)(6); (b)(7)(C)
Subject: FW: Update on detention contract negotiations

FYI!

Thanks,

(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Wednesday, June 28, 2017 9:57 AM
To: Johnson, Tae D; Weinberg, Bill
Cc: (b)(6); (b)(7)(C)
Subject: RE: Update on detention contract negotiations

I am reaching out to our Section Chiefs to provide their assessment of status. I have made a few comments in red below. Also (b)(6); (b)(7)(C) please add any comments you have to what you see below.

(b)(6); (b)(7)(C)

Unit Chief
Detention Compliance and Removals Division
DHS | ICE | Office of Acquisition Management (OAQ)
801 "I" Street, N.W., (b)(6); (b)(7)(C)
Email: (b)(6); (b)(7)(C)

Mail Stop 5750
Washington, D.C. 20536-5750
Phone: 202-732 (b)(6);

-



From: Johnson, Tae D
Sent: Wednesday, June 28, 2017 9:16 AM
To: Weinberg, Bill; (b)(6); (b)(7)(C)
Subject: FW: Update on detention contract negotiations

FYSA

Sent with BlackBerry Work
(www.blackberry.com)

From: Albence, Matthew <(b)(6); (b)(7)(C)>
Date: Wednesday, Jun 28, 2017, 9:03 AM
To: Johnson, Tae D <(b)(6); (b)(7)(C)>
Cc: Miller, Philip T <(b)(6); (b)(7)(C)>
<(b)(6); (b)(7)(C)> Asher, Nathalie R <(b)(6); (b)(7)(C)>
Subject: FW: Update on detention contract negotiations

Tae: there is a whole lot in this email that I will avoid commenting on at this time. However, since I'm sure we will be asked, can you provide any insight into the negotiations below?
Thanks.

Sent with BlackBerry Work
(www.blackberry.com)

From: <(b)(6); (b)(7)(C)>
Date: Wednesday, Jun 28, 2017, 8:22 AM
To: Homan, Thomas <(b)(6); (b)(7)(C)> Edge, Peter T <(b)(6); (b)(7)(C)> Valerio, Tracey A <(b)(6); (b)(7)(C)> Albence, Matthew <(b)(6); (b)(7)(C)>, Miller, Philip T <(b)(6); (b)(7)(C)>
<(b)(6); (b)(7)(C)>
Subject: Update on detention contract negotiations

Tom, Pete, Matt, Phil, Tracey,

I want to provide a quick update on the detention contract negotiations currently underway. We've learned more about each of the situations since briefing you last Tuesday, and now have serious concerns that the teams are off track to realize the target value from the negotiations. In summary:

+ Current position realizes only 34% of the goal for this wave of facilities (b)(4) out of (b)(4)

I don't know how McKinsey has calculated this, I will get current savings estimates from the section chiefs.

+ Of this (b)(4) is in staffing reductions (largely guards) -- only (b)(4) is from true vendor concessions

I don't know how McKinsey has calculated this, I will get current savings estimates from the section chiefs.

+ None of the four teams have additional negotiation meetings scheduled. The Houston (CCA) and STDC (GEO) negotiations that (b)(6); (b)(7)(C) discussed at last week's Steering Committee were never actually scheduled.

(b)(4); (b)(5) (b)(6); (b)(7)(C) and (b)(6); (b)(7)(C) to confirm.

(b)(4); (b)(5)

These issues are symptomatic of a number of challenges that we should discuss (Pete, some of this came up the other day when we met). We all knew it would take some time for the culture to shift. The lack of progress in the ~2 weeks since we've been on the ground highlights the need to remain focused on this effort.

Happy to discuss this week if helpful.

(b)(6); (b)(7)(C)

(b)(6); (b)(7)(C)

McKinsey & Company

1200 19th Street NW, (b)(6);

Washington, DC 20036

Mobile: (b)(6); (b)(7)(C)

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Page 1227

Withheld pursuant to exemption

(b)(5) ; WIF Draft

of the Freedom of Information and Privacy Act



**U.S. Immigration
and Customs
Enforcement**

Office of Acquisition Management
U.S. Department of Homeland Security
801 I Street, NW
Washington, DC 20536

AWARD DECISION MEMORANDUM

Date: December 27, 2016 **Order #:** HSCECR-17-F-00003
Contracting Officer: (b)(6); (b)(7)(C) **Solicitation #:** NA
Requisition(s): Multiple, See Award **Fed Bid Buy#:** NA
Customer POC: (b)(6); (b)(7)(C) **Award Date:** December 27, 2016
Customer POC #: (202) 732-(b)(6); **Award Amount:** \$13,359,442.00
Delivery Date/ Period of Performance: January 3, 2017 – October 9, 2017
Buy Description: ERO Transformation 2.0

Vendor Information:

Contractor	McKinsey, Inc.	Vendor POC:	(b)(6); (b)(7)(C)
Contract #	GS-10F-0118S	Vendor POC #:	(b)(6); (b)(7)(C)
DUNS #	825229318	Vendor E-mail:	(b)(6); (b)(7)(C)

Introduction / Background:

This task order is a logical follow-on to task order number HSCECR-16-F-00004, “ERO Change Management Services,” awarded to McKinsey & Company of Washington, Inc. (McKinsey) against their GSA contract number GS-10F-0118S. The purpose of this acquisition is to obtain additional integrated consulting services that logically follow onto the work done by McKinsey in support of ICE’s Enforcement and Removal Operations Division’s (ERO) efforts to transform the organization.

Under this action, ICE will acquire the additional integrated consulting services needed to further support the implementation and development of new strategies and recommendations intended to advance ERO’s organizational transformation efforts. The overall objective of these additional services is to apply recommendations already made into practical tools to transform out ERO operates on a daily basis, which will make ERO more efficient and effective and boost employee morale. This support will include testing and refining recommendations at various locations throughout ICE and evaluating the effectiveness of change. Deliverables will include finalized materials and hands on coaching of ERO and ICE leadership to fully support and implement the transformation based on lessons learned and new models developed.

Past Performance

As a GSA contract holder, McKinsey has been determined to be a qualified, responsible vendor and eligible to complete work under nine separate labor categories within GSA’s Professional Services Schedule. The vendor registered in the System for Award Management and is listed as current and active with no active exclusion records. Additionally, McKinsey has successfully performed work within these specified labor categories for ICE over the course of Task Order number HSCECR-16-F-00004.

Technical & Price Reasonableness

As indicated at FAR 8.404(d), GSA has already determined that the fixed hourly rates for services under GSA schedule 874-1 contract GS-10F-0118S are fair and reasonable. The rates submitted by McKinsey were in line with their GSA schedule rates with additional discounts.

Under the authority of FAR 8.405-4, "Price Reductions," the CO requested further discounts from the vendor. An amended proposal was then provided to the contracting officer with additional price reductions of (b)(4), which further strengthened their proposal. A breakdown of the vendors GSA weekly rates and the discounted rates offered are shown in the table below.

1.1 Task 3								
Step	GSA Weekly Rate	% Discount	Rate Offered	Total Cost	Travel	% Discount	Total Travel Cost	Total Labor and Travel
1a	(b)(4)							
1b								
2a								
2b								

1.2 Total Cost of Ownership								
Step	GSA Weekly Rate	% Discount	Rate Offered	Total Cost	Travel	% Discount	Total Travel Cost	Total Labor and Travel
1	(b)(4)							
2,3,4								

1.3 Talent Management Strategy								
Step	GSA Weekly Rate	% Discount	Rate Offered	Total Cost	Travel	% Discount	Total Travel Cost	Total Labor and Travel
1	(b)(4)						(b)(4)	
2								

These rates offered by McKinsey were determined to be fair and reasonable for the following reasons:

- The quoted rates are in accord with its GSA schedule contract;
- The rates are in accord with rates previously found to be fair and reasonable by ICE on a competitively awarded task order; and
- The quote has been further reduced and discounted following a request for further discounts.

Award Decision

Based upon the above findings, I hereby determine that a task order placed under a GSA Federal Supply Schedule for Change Management Services represents the best procurement approach for this requirement and is in the best interest of the agency.

Awarded by:

(b)(6); (b)(7)(C)
Contract Specialist

Date

Concurrence:

(b)(6); (b)(7)(C)
Contracting Officer

Date

From: (b)(6); (b)(7)(C)
Sent: 19 Jun 2017 20:00:50 +0000
To: (b)(6); (b)(7)(C)
Cc:
Subject: FW: Acquisition status (TCO)

(b)(6);
(b)(7)(C)

Can you please draft a response to (b)(6); (b)(7)(C) email below and send it to (b)(6); (b)(7)(C)

Thanks,

(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Date: Monday, Jun 19, 2017, 3:32 PM

(b)(6); (b)(7)(C)

Subject: RE: Acquisition status (TCO)

I will need input to reply to your comment from (b)(6); (b)(7)(C).

Sent with BlackBerry Work
(www.blackberry.com)

From: (b)(6); (b)(7)(C)
Date: Monday, Jun 19, 2017, 3:24 PM

(b)(6); (b)(7)(C)

Subject: Re: Acquisition status (TCO)

It would be great to add to each of these how close we are to the target goal (e.g., vendor X has proposed (b)(4) in concessions, halfway to the (b)(4) goal), how we feel overall about achieving the goal and if leadership can help in any way on each one (e.g., through either direct intervention or through decisions like "we can save another (b)(4)", but it means changing X, y, x...).

(b)(6); (b)(7)(C)

McKinsey & Company | New York

Office: (b)(6); (b)(7)(C)

Mobile:

Assistant: (b)(6); (b)(7)(C)

▼ (b)(6); (b)(7)(C) ---06/19/2017 03:18:51 PM---I owe you in writing the status of where we are with our negotiations at four facilities and a compe

(b)(6); (b)(7)(C)

I owe you in writing the status of where we are with our negotiations at four facilities and a competition at Florence:

Note for (b)(6); (b)(7)(C) Please edit or correct me if I have my facts wrong.

- Krome SPC:

(b)(4); (b)(5)

(b)(4); (b)(5)

end of this month.

- Farmville IGSA:

Thursday, June 22.

- Houston CDF:

Anticipate next round of negotiations week of Ju

- South Texas Detention CDF

V

Anticipate next round of negotiations week of Ju

- Florence SPC re-competition:

W

(b)(6); (b)(7)(C)

(b)(6); (b)(7)(C)

Unit Chief

Detention Compliance and Removals Division

DHS | ICE | Office of Acquisition Management (OAQ)

801 "I" Street, N.W., (b)(6); (b)(7)(C)

Mail Stop 5750

Washington, D.C. 20536-5750

Phone: 202-732-(b)(6);

Email: (b)(6); (b)(7)(C)



+=====+
=====+

This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

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=====+

From: (b)(6); (b)(7)(C)
Sent: 28 Dec 2016 18:28:59 +0000
To: (b)(6); (b)(7)(C)
Subject: FW: Commitment Letter - ERO 2.0 Final
Attachments: FW: Comitment Letter - ERO 2.0 Final, 02.02_Inherently Govt. Det..pdf

(b)(6);
(b)(7)(C)

Please disregard my previous email. The memo was signed.

Thanks,

(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Wednesday, December 28, 2016 1:15 PM
To: (b)(6); (b)(7)(C)
Subject: FW: Commitment Letter - ERO 2.0 Final

Here is the signed memo from ERO and email from BWS with the go-ahead. We can move forward with this now.

From: (b)(6); (b)(7)(C)
Sent: Wednesday, December 28, 2016 1:11 PM
To: (b)(6); (b)(7)(C)
Subject: FW: Comitment Letter - ERO 2.0 Final

Hi (b)(6);

Please see attached for the Commitment Letter. I will work to approve the requisitions in the RRB, we still need BWS approval but I will provide preliminary approval through the RRB emails.

Thank you for your help on this.

(b)(6); (b)(7)(C)

Balanced Workforce Strategy (BWS)
Office of the Chief Financial Officer
Immigration and Customs Enforcement
Department of Homeland Security
202.732 (b)(6);

(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Wednesday, December 28, 2016 11:41 AM
To: (b)(6); (b)(7)(C)
Cc:
Subject: FW: Comitment Letter - ERO 2.0 Final

Looks like success with the Commitment Letter.

We will let OAQ know so they can move forward with the award - POP on the initial work to begin on JAN 3.

Thanks for helping us with this!

(b)(6);

From: (b)(6); (b)(7)(C)
Sent: Wednesday, December 28, 2016 11:31:10 AM
To: (b)(6); (b)(7)(C)
Cc:
Subject: FW: Comitment Letter - ERO 2.0 Final

Please see attached.

Thank You

From: (b)(6); (b)(7)(C)
Sent: Wednesday, December 28, 2016 11:26 AM
To: (b)(6); (b)(7)(C)
Subject: RE: Comitment Letter - ERO 2.0 Final

Here you go

From: (b)(6); (b)(7)(C)
Sent: Wednesday, December 28, 2016 11:15 AM
To: (b)(6); (b)(7)(C)
Subject: FW: Comitment Letter - ERO 2.0 Final

Thank You

From: (b)(6); (b)(7)(C)
Sent: Friday, December 23, 2016 12:08 PM
To: Miller, Philip T
Cc: (b)(6); (b)(7)(C)
Subject: FW: Comitment Letter - ERO 2.0 Final

Phil,
Could you please review, this is for the new McKinsey contracts supporting M&A and ERO 2.0 implementation.

(b)(6);

(b)(6); (b)(7)(C) **Unit Chief**
U.S. Immigration and Customs Enforcement

Law Enforcement Systems & Analysis
Deployment & Transformation

(b)(6); (b)(7)(C)

Desk: 202-732-(b)(6)

Cel: 202-321-(b)(6)



From: (b)(6); (b)(7)(C)

Sent: Friday, December 23, 2016 11:28 AM

To: (b)(6); (b)(7)(C)

Subject: RE: Comitment Letter - ERO 2.0 Final

Can you send it to him for clearance?

(b)(6); (b)(7)(C)

Deputy Assistant Director for Fiscal Management
Enforcement and Removal Operations
Immigration and Customs Enforcement
DHS

From: (b)(6); (b)(7)(C)

Sent: Friday, December 23, 2016 11:27:33 AM

To: (b)(6); (b)(7)(C)

Subject: RE: Comitment Letter - ERO 2.0 Final

I do not believe he cleared it.

(b)(6);
(b)(7)(C)

(b)(6); (b)(7)(C) **Unit Chief**

U.S. Immigration and Customs Enforcement
Law Enforcement Systems & Analysis
Deployment & Transformation

(b)(6); (b)(7)(C)

Desk: 202-732-(b)(6)

Cel: 202-321-(b)(6)



From: (b)(6); (b)(7)(C)
Sent: Friday, December 23, 2016 11:26 AM
To: (b)(6); (b)(7)(C)
Subject: FW: Comitment Letter - ERO 2.0 Final

Did Phil clear the final memo? See (b)(6); (b)(7)(C) msg below

(b)(6); (b)(7)(C)
Deputy Assistant Director for Fiscal Management
Enforcement and Removal Operations
Immigration and Customs Enforcement
DHS

From: (b)(6); (b)(7)(C)
Sent: Friday, December 23, 2016 11:21:59 AM
To: (b)(6); (b)(7)(C)
Subject: RE: Comitment Letter - ERO 2.0 Final

Since they addressed the letter from Phil, can you pls check with them that he has cleared?

Sent with Good (www.good.com)

From: (b)(6); (b)(7)(C)
Sent: Friday, December 23, 2016 11:17:53 AM
To: (b)(6); (b)(7)(C)
Subject: FW: Comitment Letter - ERO 2.0 Final

FYI

(b)(6); (b)(7)(C)
Deputy Assistant Director for Fiscal Management
Enforcement and Removal Operations
Immigration and Customs Enforcement
DHS

From: (b)(6); (b)(7)(C)

Sent: Friday, December 23, 2016 10:53:21 AM

To: (b)(6); (b)(7)(C)

Cc:

Subject: RE: Comitment Letter - ERO 2.0 Final

(b)(6); (b)(7)(C)

At this time, ERO will fund this requirement in the amount of approximately (b)(4) thru January 2017. Additional funding will be provided after the receipt of the exceptional appointment, estimated during mid to late January 2017.

From: (b)(6); (b)(7)(C)

Sent: Thursday, December 22, 2016 5:23:46 PM

To: (b)(6); (b)(7)(C)

Cc:

Subject: Comitment Letter - ERO 2.0 Final

Hello (b)(6);

Thanks for coordinating on this – we appreciate it!

As just discussed, please see attached our proposed Commitment Letter for ERO 2.0.

Consistent with the approach discussed in the BMC, we are moving towards using documentation when making significant decisions about resource commitments and ensure we are all in alignment.

Please go ahead and route the attached for either Tom or Phil's review and signature, as appropriate, and send it back to us for our file. This Commitment Letter is the first step to begin our BWS review process.

Thanks again (b)(6); (b)(7)(C)

(b)(6);

(b)(6); (b)(7)(C)

Director

OCFO Workforce Management

U.S. Immigration and Customs Enforcement

500 12th Street, SW | PCN (b)(6); | Washington, DC 20536

Desk: 202.732 (b)(6);

Mobile: 202.390- (b)(6);

(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: 28 Dec 2016 13:10:44 -0500
To: (b)(6); (b)(7)(C)
Subject: FW: Comitment Letter - ERO 2.0 Final
Attachments: 2016_12_28_11_24_39.pdf

Hi (b)(6); (b)(7)(C)

Please see attached for the Commitment Letter. I will work to approve the requisitions in the RRB, we still need BWS approval but I will provide preliminary approval through the RRB emails.

Thank you for your help on this.

(b)(6); (b)(7)(C)
Balanced Workforce Strategy (BWS)
Office of the Chief Financial Officer
Immigration and Customs Enforcement
Department of Homeland Security
202.732 (b)(6);
(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
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Cc:
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Cc:
Subject: FW: Comitment Letter - ERO 2.0 Final

Please see attached.

Thank You

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Sent: Wednesday, December 28, 2016 11:26 AM
To: (b)(6); (b)(7)(C)
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Here you go

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Subject: FW: Comitment Letter - ERO 2.0 Final

Phil,
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(b)(6);

(b)(6); (b)(7)(C) **Unit Chief**
U.S. Immigration and Customs Enforcement
Law Enforcement Systems & Analysis
Deployment & Transformation

(b)(6); (b)(7)(C)
Desk: 202-732-(b)(6)
Cel: 202-321-(b)(6)



From: (b)(6); (b)(7)(C)
Sent: Friday, December 23, 2016 11:28 AM
To: (b)(6); (b)(7)(C)
Subject: RE: Comitment Letter - ERO 2.0 Final

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(b)(6); (b)(7)(C)

Deputy Assistant Director for Fiscal Management
Enforcement and Removal Operations
Immigration and Customs Enforcement
DHS

From: (b)(6); (b)(7)(C)

Sent: Friday, December 23, 2016 11:27:33 AM

To: (b)(6); (b)(7)(C)

Subject: RE: Comitment Letter - ERO 2.0 Final

I do not believe he cleared it.

(b)(6);

(b)(6); (b)(7)(C), Unit Chief

U.S. Immigration and Customs Enforcement
Law Enforcement Systems & Analysis
Deployment & Transformation

(b)(6); (b)(7)(C)

Desk: 202-732-(b)(6);

Cel: 202-321-(b)(6)



From: (b)(6); (b)(7)(C)

Sent: Friday, December 23, 2016 11:26 AM

To: (b)(6); (b)(7)(C)

Subject: FW: Comitment Letter - ERO 2.0 Final

Did Phil clear the final memo? See (b)(6); msg below

(b)(6); (b)(7)(C)

Deputy Assistant Director for Fiscal Management
Enforcement and Removal Operations
Immigration and Customs Enforcement
DHS

From: (b)(6); (b)(7)(C)
Sent: Friday, December 23, 2016 11:21:59 AM
To: (b)(6); (b)(7)(C)
Subject: RE: Comitment Letter - ERO 2.0 Final

Since they addressed the letter from Phil, can you pls check with them that he has cleared?

Sent with Good (www.good.com)

From: (b)(6); (b)(7)(C)
Sent: Friday, December 23, 2016 11:17:53 AM
To: (b)(6); (b)(7)(C)
Subject: FW: Comitment Letter - ERO 2.0 Final

FYI

(b)(6); (b)(7)(C)
Deputy Assistant Director for Fiscal Management
Enforcement and Removal Operations
Immigration and Customs Enforcement
DHS

From: (b)(6); (b)(7)(C)
Sent: Friday, December 23, 2016 10:53:21 AM
To: (b)(6); (b)(7)(C)
Cc: (b)(6); (b)(7)(C)
Subject: RE: Comitment Letter - ERO 2.0 Final

(b)(6); (b)(7)(C)
At this time, ERO will fund this requirement in the amount of approximately (b)(4) thru January 2017. Additional funding will be provided after the receipt of the exceptional appointment, estimated during mid to late January 2017.

From: (b)(6); (b)(7)(C)
Sent: Thursday, December 22, 2016 5:23:46 PM
To: (b)(6); (b)(7)(C)
Cc: (b)(6); (b)(7)(C)
Subject: Comitment Letter - ERO 2.0 Final

Hello (b)(6); (b)(7)(C)

Thanks for coordinating on this – we appreciate it!

As just discussed, please see attached our proposed Commitment Letter for ERO 2.0.

Consistent with the approach discussed in the BMC, we are moving towards using documentation when making significant decisions about resource commitments and ensure we are all in alignment.

Please go ahead and route the attached for either Tom or Phil's review and signature, as appropriate, and send it back to us for our file. This Commitment Letter is the first step to begin our BWS review process.

Thanks again (b)(6);
(b)(7)(C)

(b)(6)

(b)(6); (b)(7)(C)

Director

OCFO Workforce Management

U.S. Immigration and Customs Enforcement

500 12th Street, SW | PCN (b)(6) | Washington, DC 20536

Desk: 202.732-(b)(6)

Mobile: 202.390-(b)(6)

(b)(6); (b)(7)(C)

U.S. Department of Homeland Security
500 12th Street, SW
Washington, D.C. 20536



**U.S. Immigration
and Customs
Enforcement**

DEC 28 2016

MEMORANDUM FOR:

(b)(6); (b)(7)(C)

Chief Financial Officer

FROM:

Thomas Homan
Executive Associate Director

SUBJECT:

Intent to Commit Funds for the ERO 2.0 Contract Requirement

The purpose of this memorandum is to confirm Enforcement and Removal Operations' (ERO) intent to fully fund ERO's contract with McKinsey, referred to as ERO 2.0, to the total amount of \$14M as described in the attached documentation.

ERO initially launched a transformation effort to fully assess operations and to design a future state organization capable of meeting future demands. ERO 2.0 will leverage the transformation effort and specifically focus on piloting operating model design, organization structure, workforce and talent management, culture and employee engagement and data driven decision making.

The contract services required are legitimate and represent a bona fide need for FY2017. Full funding is not yet available but ERO has recognized this requirement as a priority and will identify funding at the \$14M level. At this time, ERO will fund this requirement in the amount of approximately \$2M thru January 2017. Additional funding will be provided after the receipt of the exceptional appointment, estimated during mid to late January 2017.

This memorandum confirms ERO senior leadership's commitment to authorize the initial steps of the procurement process and provide full funding for the requirement when available as described above.



U.S. Immigration
and Customs
Enforcement

ERO & OAQ Negotiation Coordination Update

October 17, 2017

Agenda for today

(b)(4); (b)(5)



Dashboard of current negotiations

(b)(4); (b)(5)

Houston

(b)(4); (b)(5)



Houston action items

(b)(4); (b)(5)



Krome

(b)(4); (b)(5)

(b)(4); (b)(5)



Port Isabel

(b)(4); (b)(5)



South Texas (Pearsall)

(b)(4); (b)(5)

STDC action items

(b)(4); (b)(5)



(b)(4); (b)(5)

Next steps: Oct 3 coordination meeting

(b)(4); (b)(5)



Next steps: October 17 coordination meeting

TO BE COMPLETED IN MEETING

(b)(4); (b)(5)



From: (b)(6); (b)(7)(C)
Sent: 13 Jul 2017 12:17:22 +0000
To: (b)(6); (b)(7)(C)
Subject: FW: Draft supplier letter

Good morning,

Can you please create the letter (on letterhead) for Bill to sign?

Thanks,

(b)(6); (b)(7)(C)

From: Weinberg, Bill
Sent: Thursday, July 13, 2017 8:11 AM
To: (b)(6); (b)(7)(C)
Subject: RE: Draft supplier letter

Can you put the latest verbiage on letterhead, please?

Bill Weinberg
Chief Acquisition Officer
US Immigration and Customs Enforcement

From: (b)(6); (b)(7)(C)
Sent: Wednesday, July 12, 2017 8:19 AM
To: Weinberg, Bill; (b)(6); (b)(7)(C)
Subject: RE: Draft supplier letter

Bill,

I agree with the edits and proposed deletions. At this point, Akima has missed multiple deadlines including a couple in the last few days. So I think you could send the letter this morning or later today.

(b)(6); (b)(7)(C)

Contracting Officer | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: Weinberg, Bill
Sent: Wednesday, July 12, 2017 8:07 AM
To: (b)(6); (b)(7)(C)
Subject: RE: Draft supplier letter

I made a few edits to the proposed language – I also consider taking out the highlighted sentences as unnecessary and repetitive. Let me know what you think and when we should send, given any dialogue you've had with Akima.... Thanks!!

Bill Weinberg
Chief Acquisition Officer
US Immigration and Customs Enforcement

From: (b)(6); (b)(7)(C)
Sent: Tuesday, July 11, 2017 4:37 PM
To: (b)(6); (b)(7)(C) Weinberg, Bill; (b)(6); (b)(7)(C)
Subject: RE: Draft supplier letter

Good afternoon,

I hate to add another wrinkle to things, but we plan to notify AGS this week that they will not receive the contract award for Puerto Rico. Hopefully, they do not view it as some sort of retribution.

Thanks,

(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Tuesday, July 11, 2017 4:14 PM
To: Weinberg, Bill
Cc: (b)(6); (b)(7)(C)
Subject: FW: Draft supplier letter

Bill,

Here is McKinsey's recommended edit to our draft letter, which adds the middle paragraph threatening to send a team to review their financial records. It definitely adds more teeth to our letter but would we actually do that and with what team?

(b)(6); (b)(7)(C)

Contracting Officer | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Tuesday, July 11, 2017 4:01 PM
To: (b)(6); (b)(7)(C)
Cc: (b)(6); (b)(7)(C)
Subject: Draft supplier letter

(b)(6);
(b)(7)(C)

We added the part in italics. We discussed this strategy with Bill today and he was open to the idea. Please let me know what you think.

Vendor letter:

(b)(5); (b)(4)

+=====

====+

This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

+=====

====+

Page 1261

Withheld pursuant to exemption

(b)(5) ; WIF Draft

of the Freedom of Information and Privacy Act

Page 1262

Withheld pursuant to exemption

(b)(5) ; WIF Draft

of the Freedom of Information and Privacy Act

Page 1263

Withheld pursuant to exemption

(b)(5) ; WIF Draft

of the Freedom of Information and Privacy Act

Page 1264

Withheld pursuant to exemption

(b)(5) ; WIF Draft

of the Freedom of Information and Privacy Act

Page 1265

Withheld pursuant to exemption

(b)(5) ; WIF Draft

of the Freedom of Information and Privacy Act

Page 1266

Withheld pursuant to exemption

(b)(5) ; WIF Draft

of the Freedom of Information and Privacy Act

Page 1267

Withheld pursuant to exemption

(b)(5) ; WIF Draft

of the Freedom of Information and Privacy Act

Page 1268

Withheld pursuant to exemption

(b)(5) ; WIF Draft

of the Freedom of Information and Privacy Act

Page 1269

Withheld pursuant to exemption

(b)(5) ; WIF Draft

of the Freedom of Information and Privacy Act



**Limited Sources Justification
ERO Transformation 2.0
FAR 8.405-6(a) and (c)**

1. Identification of the agency and the contracting activity:

U.S. Immigration and Customs Enforcement (ICE), Office of Acquisition Management (OAQ)

2. Nature and/or description of the action being approved:

a. Acquisition Purpose and Objectives

On December 28, 2016, ICE/OAQ awarded task order HSCECR-17-F-00003 against GSA contract GS-10F-0118S held by McKinsey & Company, Inc. Washington D.C. (McKinsey) as a sole source logical follow-on to another GSA task order with McKinsey, HSCECR-16-F-00004. The logical follow-on task order comprised of three areas of focus. Work on two of the three areas of focus ended on June 12, 2017 with final deliverables provided to ICE/OAQ. Although McKinsey completed all stated deliverables in the Performance Work Statement, ICE seeks to modify the task order to extend McKinsey support and implementation on those two areas of focus for an additional period of up to eight weeks.

b. Project Background

(b)(4); (b)(5)

(b)(4); (b)(5)

The total value of HSCECR-17-F-00003, with all options, is \$13,359,442.00. Of that amount, TCO comprised (b)(4) and TMS comprised (b)(4)

3. A description of the services required to meet the Agency's needs (including the estimated value):

a. Project Title

(b)(4); (b)(5)

(b)(4)

b. Project Description:

(b)(4); (b)(5)

(b)(4); (b)(5)

c. Project Length and Estimated Value (if all options are exercised):

Total Cost of Ownership: 32 weeks and

(b)(4); (b)(5)

Talent Management Strategy: 40 weeks

Total Amount: \$9,691,582.74

4. The authority and supporting rationale:

a. Acquisition Authority

This acquisition is conducted under the authority of the Multiple-Award Schedule Program and FAR 8.405-6(a)(1)(i)(B): “Only one source is capable of providing the supplies or services required at the level of quality required because the supplies or services are unique or highly specialized....” Due to McKinsey’s intimate knowledge of ICE and the extensive work it has already done up to this point, McKinsey is the only source capable of providing the highly specialized and customized services required by the Agency. The services ICE requires from McKinsey for further implementation of McKinsey-created recommendations and plans are highly specific. It would be effectively impossible to procure the same level of quality of result from another contractor where the successor contractor would have to pick up where McKinsey left off.

b. Supporting Rationale

The planned extension of services are supporting by the following rationale:

(b)(4); (b)(5)

(b)(4); (b)(5)

5. Determination by contracting officer that the order represents the best value consistent with FAR 8.404(d):

The contracting officer has determined that the proposed task order represents the best value consistent with FAR 8.404(d). The proposed task order award represents the greatest overall benefit to the government, considering price and administrative costs, for the following reasons:

(b)(4); (b)(5)

6. Description of the market research conducted among schedule holders and the results, or a statement of the reason market research was not conducted:

(b)(4); (b)(5)

(b)(4); (b)(5)

7. Any other facts supporting the justification:

This extension of services provides a clear path to success that builds on the services and deliverables already completed by McKinsey described above in section 3b. Taking an alternative action, such as opening the additional work to competition, would, even in a best-case scenario, likely delay the delivery of those improvements at a higher total cost to the Government.

8. Statement of the actions, if any, the Agency may take to remove or overcome barriers that led to the restricted consideration before any subsequent acquisition for the supplies or services is made:

Actions the Agency may take to remove or overcome barriers that led to restricted consideration include acquisition planning far in advance of the expiration of the task order to determine whether continued services are required; more thorough market research to determine whether portions of the provided services, if continued, can be competed among other firms; and requiring final deliverables that would not require extended work.

9. Program Office Certification

Requisitioner:

I certify that the facts and representations under my cognizance, which are included in this justification and which form a basis for this justification, are complete and accurate to the best of my knowledge and belief.

(b)(6); (b)(7)(C)

Date

Contracting Officer's Representative
ERO/FO/LESA

Contracting Officer:

I certify that this justification is accurate and complete to the best of my knowledge and belief.

(b)(6); (b)(7)(C)

Date

Contracting Officer

OAQ/DCR

Approval:

(b)(6); (b)(7)(C)

Deputy Head of Contracting Activity
ICE Competition Advocate
Office of Acquisition Management

Date

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES 1 2	
2. AMENDMENT/MODIFICATION NO. P00014		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO.	
6. ISSUED BY ICE/DCR		7. ADMINISTERED BY (If other than Item 6) ICE/DCR		5. PROJECT NO. (If applicable)	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		9A. AMENDMENT OF SOLICITATION NO. 9B. DATED (SEE ITEM 11) 10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003 10B. DATED (SEE ITEM 13) 12/26/2016			
CODE 8252293180000		FACILITY CODE			
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS					
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.					
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule					
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.					
CHECK ONE X	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A. FAR 43.103(a)				
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).				
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:				
	D. OTHER (Specify type of modification and authority)				
E. IMPORTANT: Contractor <input type="checkbox"/> is not, <input checked="" type="checkbox"/> is required to sign this document and return <u>1</u> copies to the issuing office.					
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)					
DUNS Number: 825229318					
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)					
Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)					
Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)					
The purpose of this modification is to extend the period of performance of CLIN 2004 at no additional cost to the Government. The period of performance is as follows: CLIN 2004: 8/19/17 - 11/3/17 All other terms and conditions remain the same. Continued ... Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.					
15A. NAME AND TITLE OF SIGNER (Type or print)		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) (b)(6); (b)(7)(C)			
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA (b)(6); (b)(7)(C)	
(Signature of person authorized to sign)		(Signature of Contracting Officer)		16C. DATE SIGNED	

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00014	PAGE	OF
		2	2

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
2004	Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 Accounting Info: (b)(7)(E)				
	FOB: Destination Period of Performance: 01/03/2017 to 01/23/2018 Change Item 2004 to read as follows (amount shown is the obligated amount): Total Cost of Ownership Procurement Strategy (b)(4) Period of Performance: 8/19/17 - 11/3/17 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				0.00

From: (b)(6); (b)(7)(C)
Sent: 19 Apr 2018 18:09:11 +0000
To: (b)(6); (b)(7)(C)
Cc:
Subject: HSCECR-17-F-00003_P00020
Attachments: 05.03_HSCECR-17-F-00003_P00020 Signed.pdf

(b)(6); (b)(7)(C), attached is the fully obligated modification obligating funds and altering the period of performance for the remaining TMS CLINs.

Thanks,

(b)(6); (b)(7)(C)
Contract Specialist
Detention, Compliance, and Removal
DHS/ICE/OAQ
202-732-(b)(6); (b)(7)(C)

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE		PAGE OF PAGES		
					1 3		
2. AMENDMENT/MODIFICATION NO.		3. EFFECTIVE DATE		4. REQUISITION/PURCHASE REQ. NO.		5. PROJECT NO. (If applicable)	
P00020		See Block 16C		192118EROLESA0031			
6. ISSUED BY		CODE		7. ADMINISTERED BY (If other than Item 6)		CODE	
		ICE/DCR				ICE/DCR	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536				ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)				(x) 9A. AMENDMENT OF SOLICITATION NO.			
MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412				9B. DATED (SEE ITEM 11)			
				10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003			
				10B. DATED (SEE ITEM 13) 12/26/2016			
CODE 8252293180000		FACILITY CODE					
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS							
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.							
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule				Net Increase:		\$559,443.67	
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.							
CHECK ONE		A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.					
		B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).					
		C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:					
X		D. OTHER (Specify type of modification and authority) FAR 52.217-9					
E. IMPORTANT: Contractor <input type="checkbox"/> is not. <input checked="" type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.							
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)							
DUNS Number: 825229318							
COR: (b)(6); (b)(7)(C), (202) 732-(b)(6); (b)(7)(C)							
Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
The purpose of this modification is to provide incremental funds to CLIN 1006 in the amount of (b)(4) Total funds for this order are as follows:							
From: (b)(4) By: To: Continued ...							
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.							
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)			
(b)(6); (b)(7)(C), Partner				(b)(6); (b)(7)(C)			
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNIT		16C. DATE SIGNED	
(b)(6); (b)(7)(C)		04/19/2018		(b)(6); (b)(7)(C)		April 19, 2018	
(Signature of person authorized to sign)				per)			
NSN 7540-01-152-8070 Previous edition unusable				STANDARD FORM 30 (REV. 10-83) Prescribed by GSA FAR (48 CFR) 53.243			

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00020	PAGE	OF
		2	3

NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
1006	<p>This modification also updates the POP for CLINs 3004, 3005, and 3006. The current CLIN, CLIN 3004, is being extended by two weeks at no cost to the Government. The POP for CLINs 3005 and 3006 will shift by two weeks but will not be extended beyond their original duration of 20 weeks. The POP for these CLINs is now as follows:</p> <p>CLIN 3004: 3/19/2018 - 6/24/2018 CLIN 3005: 6/25/2018 - 11/12/2018 CLIN 3006: 6/25/2018 - 11/12/2018</p> <p>All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 FOB: Destination Period of Performance: 01/03/2017 to 06/30/2018</p> <p>Change Item 1006 to read as follows (amount shown is the obligated amount):</p> <p>Step 4: (b)(4)</p> <p>(b)(4)</p> <p>Period of Performance: 4/1/2018 - 6/30/2018 Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p> <p>Accounting Info: (b)(6); (b)(7)(C)</p> <p>Funded: \$0.00 Accounting Info: (b)(6); (b)(7)(C)</p> <p>Funded: (b)(4)</p> <p>Change Item 3004 to read as follows (amount shown is the obligated amount):</p> <p>Talent Management Strategy</p> <p>S(b)(4)</p> <p>Continued ...</p>				559,443.67
3004	<p>Talent Management Strategy</p> <p>S(b)(4)</p> <p>Continued ...</p>				0.00

From: (b)(6); (b)(7)(C)
Sent: 29 Nov 2017 14:05:00 +0000
To: (b)(6); (b)(7)(C)
Subject: 192118EROLESA0008

Good morning (b)(6), I'm processing your requisition to deob some funds from the '16 McKinsey order HSCECR-16-F-00004. I expect to get this out to them for signature today. Just for our planning purposes, do you know if you'll plan on adding funds to this order and/or exercising the next option period?

(b)(6); (b)(7)(C)

Contract Specialist
Detention, Compliance, and Removal
DHS/ICE/OAQ
202-732-(b)(6)

From: (b)(6); (b)(7)(C)
Sent: 31 Oct 2017 14:34:37 +0000
To: (b)(6); (b)(7)(C)
Cc:
Subject: ERO 2.0 (b)(4)

Good morning (b)(6); (b)(7)(C)

I just received news from ERO that they are interested in moving the HQ Wave Planning portion of Step 3 (b)(4) Would this be possible? Has the team started work on this function yet? Please give me a call or let me know if you have any questions.

Thanks,

(b)(6); (b)(7)(C)
Contract Specialist
Detention, Compliance, and Removal
DHS/ICE/OAQ
202-732-(b)(6);

From: (b)(6); (b)(7)(C)
Sent: 19 Oct 2017 15:42:34 +0000
To: (b)(6); (b)(7)(C)
Cc:
Subject: ERO 2.0 CLIN 2005 - TCO Procurement Strategy

Good morning (b)(6);

This is official notice that ICE does not intend to exercise CLIN 2005, (b)(4), under HSCECR-17-F-00003. CLIN 2004 will expire next Friday, October 27, 2017, at which point no work under TCO Procurement Strategy should continue.

Thanks,

(b)(6); (b)(7)(C)

Contract Specialist
Detention, Compliance, and Removal
DHS/ICE/OAQ
202-732-(b)(6);

From: (b)(6); (b)(7)(C)
Sent: 20 Oct 2017 19:18:42 +0000
To: (b)(6); (b)(7)(C)
Cc:
Subject: ERO 2.0 LSJ
Attachments: 02.03_Limited Sources Justification TT3 Extension.pdf

(b)(6);

Attached is the Limited Sources Justification for the next extension of services for the ERO 2.0 order, HSCECR-17-F-00003. If you could please get this back to us as early as possible on Monday, we can get this out to McKinsey same day and work can continue starting Tuesday, the 24th.

Thanks,

(b)(6); (b)(7)(C)

Contract Specialist
Detention, Compliance, and Removal
DHS/ICE/OAQ
202-732-(b)(6);



**Limited Sources Justification
ERO Transformation 2.0
FAR 8.405-6(a)(1)(i)(B)**

1. Identification of the agency and the contracting activity:

U.S. Immigration and Customs Enforcement (ICE), Office of Acquisition Management (OAQ)

2. Nature and/or description of the action being approved:

a. Acquisition Purpose and Objectives

On December 28, 2016, ICE/OAQ awarded task order HSCECR-17-F-00003 against GSA contract GS-10F-0118S held by McKinsey & Company, Inc. Washington D.C. (McKinsey). This task order included a primary area of focus entitled, "Transformation Task 3," which supported implementation of transformation efforts within ICE's Enforcement and Removal Operations (ERO). Because of the beneficial results experienced by ERO as a result of McKinsey's Task 3 services, ICE/ERO is seeking to extend McKinsey's work on Transformation Task 3 for an additional 25 weeks.

b. Project Background

The general purpose of this task order and McKinsey's services for ICE has been to procure expert, innovative consulting services to assist in developing ICE ERO's modernized vision and strategy; communicating this vision and strategy to the workforce and the organization's partners; creating an implementation strategy and tracking and measuring progress; and aligning the organization's culture, personnel and systems to best support the execution of the vision. The transformation includes change management practices that coordinate and leverage existing related initiatives; training and strategic communications planning and implementation; and stakeholder engagement.

Transformation Task 3 was initially comprised of (b)(4) and the objective was to turn earlier recommendations from McKinsey into practical tools to transform how ERO operates on a daily basis, making it more efficient and effective. This support included testing and refining recommendations at various locations throughout ICE and evaluating the effectiveness of change. Deliverables included finalized materials and hands-on coaching of ERO and ICE leadership to fully support and implement the transformation based on lessons learned and new models developed. The government's extension of Transformation Task 3 will enable the vendor to begin (b)(4) and will extend the Period of Performance to April 15, 2018.

The current total value of HSCECR-17-F-00003, with all available options, is (b)(4)
Of that amount, Task 3 comprised (b)(4) The total price for the additional services will be (b)(4)

3. A description of the services required to meet the Agency's needs (including the estimated value):

a. Project Title: Enforcement and Removal Operations Task 3, (b)(4)

b. Project Description:

The purpose of the intended extension is to procure additional support services for implementing critical and time-sensitive projects begun by ICE as a result of recommendations and deliverables under task order HSCECR-17-F-00003.

The intent of Transformation Task 3 is to solidify the capabilities developed by the core ERO 2.0 work. (b)(4)

(b)(4)

c. Project Length and Estimated Value (if all options are exercised):

October 16, 2017 – April 15, 2018, (b)(4)

4. The authority and supporting rationale:

a. Acquisition Authority

This acquisition is conducted under the authority of the Multiple-Award Schedule Program and FAR 8.405-6(a)(1)(i)(B). Due to McKinsey's intimate knowledge of ICE and ERO and the extensive work it has already completed, McKinsey is the only source capable of providing the highly specialized services at the level of quality required by the Agency.

b. Supporting Rationale

The planned extension of services is supported by the following rationale:

- The additional work described above cannot be economically or efficiently undertaken by another source without significant disruption to ICE's ongoing efforts, duplication of costs to the government not expected to be recovered through competition, and unacceptable delays in implementation and adoption of the recommendations.

- Any new hypothetical contractor brought on to perform these services in the place of McKinsey would inevitably require start up time to study and understand the organization's structure and operations and this start up time would delay the benefits ICE anticipates receiving from the implementation support.
- It would be illogical and not in the best interest of the government to interrupt on-going efforts by replacing the service provider who has been performing the critical services according to its own proprietary methods, processes, and systems with another firm that will have its own methods, processes, and systems.
- McKinsey, as the current provider, is in the best position to support the implementation of the Agency's transformation efforts. Having already played such a critical role in assisting in the formation of ICE's strategies and having obtained so much Agency-specific knowledge and experience to the benefit of ICE, McKinsey is the only source capable of now implementing ICE's new strategies based on its recommendations at the level of quality required by the Agency.

5. Determination by contracting officer that the order represents the best value consistent with FAR 8.404(d):

The contracting officer has determined that the proposed task order represents the best value consistent with FAR 8.404(d). The proposed task order award represents the greatest overall benefit to the government, considering price and administrative costs, for the following reasons:

- 1) GSA has already determined that the fixed weekly rates for services under GSA schedule 871-1 contract GS-10F-0118S (the applicable schedule contract) to be fair and reasonable;
- 2) McKinsey's quoted rates have been discounted from its GSA rates and are also in accordance with rates on requirements previously awarded to McKinsey on a competitive basis;
- 3) Under FAR 8.405-4, the government has requested and has received additional discounts for this order from McKinsey in the amount of (b)(4) if all options are exercised; and
- 4) This extension of services is expected to have the best result and the lowest overall cost to the Government considering the costs associated with conducting a competitive acquisition and the costs associated with another firm becoming thoroughly familiar with the body of work which has already been completed. These costs would include time and effort spent to learn about the organization and its challenges and to duplicate the knowledge already gained by the incumbent during performance of the current services. Prior to the issuance of the task order modification, the contracting officer will consider the level of effort and mix of labor proposed to perform the specific task being performed to allow a determination that the total price is fair and reasonable.

6. Description of the market research conducted among schedule holders and the results, or a statement of the reason market research was not conducted:

Market research was not conducted among schedule holders because the Government did not previously intend to make this extension of services. However, at this time, McKinsey is the only firm that can provide the needed services in the required timeline due to their specialized experience.

7. Any other facts supporting the justification:

None.

8. Statement of the actions, if any, the Agency may take to remove or overcome barriers that led to the restricted consideration before any subsequent acquisition for the supplies or services is made:

None.

9. Program Office Certification

Requisitioner:

I certify that the facts and representations under my cognizance, which are included in this justification and which form a basis for this justification, are complete and accurate to the best of my knowledge and belief.

(b)(6); (b)(7)(C)

Contracting Officer's Representative
ERO/FO/LESA

Date

Contracting Officer:

I certify that this justification is accurate and complete to the best of my knowledge and belief.

(b)(6);

Contracting Officer
OAQ/DCR

Date

Approval:

(b)(6); (b)(7)(C)

Deputy Head of Contracting Activity
ICE Competition Advocate
Office of Acquisition Management

Date

From: (b)(6); (b)(7)(C)
Sent: 15 Nov 2017 13:46:43 +0000
To: (b)(6); (b)(7)(C)
Cc:
Subject: FW: ERO 2.0, (b)(4)
Attachments: 05.03_HSCECR-17-F-00003_P00015.pdf

(b)(6); (b)(7)(C), my apologies. The mod to re-arrange the work in (b)(4) was completed last week; I forgot to send you all the mod. The current CLIN, 1006, has been extended to 3/31/18 and the HQ wave work will begin in January. CLIN 1006 will run from 4/1/18 – 6/30/18.

(b)(6); (b)(7)(C) there is a new Invoicing schedule for the remaining work:

(b)(4)	Invoice Period	Invoice Date	Invoice Amount
	October 16, 2017 – December 15, 2017	December 16, 2017	(b)(4)
	December 16, 2017 – January 15, 2018	January 16, 2018	
	January 16, 2018 – February 15, 2018	February 16, 2018	
	February 16, 2018 – March 31, 2018	April 1, 2018	
(b)(4)	Invoice Period	Invoice Date	Invoice Amount
	April 1, 2018 – April 30, 2018	May 1, 2018	(b)(4)
	May 1, 2018 – May 31, 2018	June 1, 2018	
	June 1, 2018 – June 30, 2018	July 1, 2018	

From: (b)(6); (b)(7)(C)
Sent: Wednesday, November 8, 2017 10:56 AM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)

Thanks (b)(6). Here is the completed version.

From: (b)(6); (b)(7)(C)
Sent: Wednesday, November 8, 2017 10:13 AM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, Step 3

Hi (b)(6);

I did – just received ok to sign off late last night. Attached is the signed.

Thanks!

From: (b)(6); (b)(7)(C)
Sent: Wednesday, November 8, 2017 9:04 AM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0 (b)(4)

(b)(6); I just wanted to confirm that you received the modification. Once McKinsey signs, we'll finish processing on our side. Thanks,

From: (b)(6); (b)(7)(C)
Sent: Tuesday, November 7, 2017 1:06 PM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0 (b)(4)

(b)(6); here is the mod to extend the pop for steps 3 and 4. Please review, sign, and return to me. Let me know if you have any questions.
Thanks!

From: (b)(6); (b)(7)(C)
Sent: Friday, November 3, 2017 9:56 AM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)

No worries, whenever you get around to it. Have a great weekend!

From: (b)(6); (b)(7)(C)
Sent: Friday, November 3, 2017 9:46 AM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)

Thanks (b)(6); I believe this will work just fine. Unfortunately we're a little understaffed today so we likely won't be able to get the modification processed until Monday.

From: (b)(6); (b)(7)(C)
Sent: Thursday, November 2, 2017 4:26 PM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)

Hi (b)(6); (b)(7)(C)

Below is the updated invoicing schedule that correlates to the updated period of performance for both Step 3 and Step 4. Please let me know if you have any questions.

Thanks!

(b)(6); (b)(7)(C)

(b)(4)	Invoice Period	Invoice Date	Invoice Amount
	October 16, 2017 – December 15, 2017	December 16, 2017	(b)(4)
	December 16, 2017 – January 15, 2018	January 16, 2018	
	January 16, 2018 – February 15, 2018	February 16, 2018	
	February 16, 2018 – March 31, 2018	April 1, 2018	
(b)(4)	Invoice Period	Invoice Date	Invoice Amount
	April 1, 2018 – April 30, 2018	May 1, 2018	(b)(4)
	May 1, 2018 – May 31, 2018	June 1, 2018	
	June 1, 2018 – June 30, 2018	July 1, 2018	

From: (b)(6); (b)(7)(C)
Sent: Thursday, November 2, 2017 12:21 PM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)

Thanks (b)(6); I'll run this past the front office. Under this plan would (b)(4) still begin on 1/16 or would it begin on 4/1?

From: (b)(6); (b)(7)(C)
Sent: Thursday, November 2, 2017 10:24 AM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)

Hi (b)(6);

I believe so. The team is proposing to extend the (b)(4) PoP to the end of March and the (b)(4) PoP to the end of June. I think that we need to revise the invoice schedule however. So I am working on developing the revised the revised invoice schedule.

Will that work for you?

Please feel free to give me a call if it's easier.

Thanks!

(b)(6);
(b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Thursday, November 2, 2017 8:25 AM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)

Good morning (b)(6); has the team come up with any acceptable options? Let us know. Thanks!

From: (b)(6); (b)(7)(C)
Sent: Tuesday, October 31, 2017 1:51 PM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)

That works just fine, thanks (b)(6);

From: (b)(6); (b)(7)(C)
Sent: Tuesday, October 31, 2017 1:08 PM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)

Hi (b)(6);

I spoke with the team. They are going to take a look and get back to me with potential proposed options hopefully tonight and I will aim to get you our suggestion no later than tomorrow midday. Will that work?

Thanks!

(b)(6);

From: (b)(6); (b)(7)(C)
Sent: Tuesday, October 31, 2017 10:35 AM
To: (b)(6); (b)(7)(C)
Cc:
Subject: ERO 2.0, (b)(4)

Good morning (b)(6);

I just received news from ERO that they are interested in moving the HQ Wave Planning portion of Step 3 over to Step 4. Would this be possible? Has the team started work on this function yet? Please give me a call or let me know if you have any questions.

Thanks,

(b)(6); (b)(7)(C)

Contract Specialist
Detention, Compliance, and Removal
DHS/ICE/OAO
202-732- (b)(6);
(b)(7)(C)

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AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES 1 2	
2. AMENDMENT/MODIFICATION NO. P00015		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO.	
5. PROJECT NO. (If applicable)		6. ISSUED BY CODE ICE/DCR		7. ADMINISTERED BY (If other than Item 6) CODE ICE/DCR	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		(x)		9A. AMENDMENT OF SOLICITATION NO.	
				9B. DATED (SEE ITEM 11)	
		x		10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003	
				10B. DATED (SEE ITEM 13) 12/26/2016	
CODE 8252293180000		FACILITY CODE			
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS					
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.					
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule					
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.					
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.				
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).				
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:				
X	D. OTHER (Specify type of modification and authority) FAR 43.103(a)				
E. IMPORTANT: Contractor <input type="checkbox"/> is not. <input checked="" type="checkbox"/> is required to sign this document and return <u>1</u> copies to the issuing office.					
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.) DUNS Number: 825229318 COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C) Contracting Officer: (b)(6); (202) 732-(b)(6); (b)(7)(C) Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)					
The purpose of this modification is to extend the period of performance of CLIN 1005 and 1005 at no additional cost to the Government. The period of performance is as follows: CLIN 1005: 10/24/17 - 3/31/18 CLIN 1006: 4/1/18 - 6/30/18					
Continued ...					
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.					
15A. NAME AND TITLE OF SIGNER (Type or print) (b)(6); Partner		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) (b)(6); (b)(7)(C)			
15B. CONTRACTOR/OF (b)(6); (b)(7)(C)		15C. DATE SIGNED November 8, 2017		16B. UNITED STATES OF AMERICA (b)(6); (b)(7)(C)	
(Signature of Contractor)				(Signature of Contracting Officer)	

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00015	PAGE	OF
		2	2

NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
1005	<p>All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 FOB: Destination Period of Performance: 01/03/2017 to 03/31/2018 Change Item 1005 to read as follows (amount shown is the obligated amount):</p> <p>(b)(4)</p> <p>Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4)</p> <p>Accounting Info: (b)(7)(E)</p> <p>Funded: \$0.00 Accounting Info: (b)(7)(E)</p> <p>Funded: \$0.00</p> <p>Change Item 1006 to read as follows (amount shown is the obligated amount):</p>				0.00
1006	<p>(b)(4)</p> <p>Amount: (b)(4) (Option Line Item) 01/15/2018 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p> <p>Accounting Info: Funded: \$0.00</p>				0.00

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE		PAGE OF PAGES 1 2		
2. AMENDMENT/MODIFICATION NO. P00018		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO. 192118EROLESA0023		5. PROJECT NO. (If applicable)	
6. ISSUED BY ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		CODE ICE/DCR		7. ADMINISTERED BY (If other than Item 6) ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		CODE ICE/DCR	
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412				(x)			
				9A. AMENDMENT OF SOLICITATION NO.			
				9B. DATED (SEE ITEM 11)			
				10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003			
CODE 8252293180000		FACILITY CODE		10B. DATED (SEE ITEM 13) 12/26/2016			
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS							
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.							
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule				Net Increase:		\$559,443.67	
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.							
CHECK ONE		A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.					
		B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).					
		C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:					
X		D. OTHER (Specify type of modification and authority) 52.217-9					
E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not. <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.							
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)							
DUNS Number: 825229318							
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
Contracting Officer: (b)(6); (202) 732-(b)(6); (b)(7)(C)							
Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
The purpose of this modification is to exercise CLIN 1006. The period of performance for CLIN 1006 is 4/1/2018 - 6/30/18. The period of performance of this order is extended to 6/30/2018. Funding is provided as shown below.							
All other terms and conditions remain the same.							
Exempt Action: N Sensitive Award: NONE							
Continued ...							
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.							
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)			
				(b)(6); (b)(7)(C)			
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA		16C. DATE SIGNED	
				(b)(6); (b)(7)(C)		2/26/2018	
(Signature of person authorized to sign)				(Signature of Contracting Officer)			

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
GS-10F-0118S/HSCECR-17-F-00003/P00018

PAGE OF
2 2

NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
1006	<p>Discount Terms: Net 30</p> <p>Accounting Info: (b)(7)(E)</p> <p>FOB: Destination Period of Performance: 01/03/2017 to 06/30/2018</p> <p>Change Item 1006 to read as follows (amount shown is the obligated amount): (b)(4)</p> <p>Period of Performance: 4/1/2018 - 6/30/2018 Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p>				559,443.67

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES 1 2	
2. AMENDMENT/MODIFICATION NO. P00006		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO.	
5. PROJECT NO. (If applicable)		6. ISSUED BY ICE/DCR		7. ADMINISTERED BY (If other than Item 6)	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536					
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC ATTN (b)(6); (b)(7)(C) 1200 19TH ST NW SUITE 1100 WASHINGTON DC 20036		(x)		9A. AMENDMENT OF SOLICITATION NO.	
				9B. DATED (SEE ITEM 11)	
		x		10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-16-F-00004	
				10B. DATED (SEE ITEM 13) 03/14/2016	
CODE 8252293180000		FACILITY CODE			
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS					
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.					
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule					
Net Decrease: -\$184,433.03					
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.					
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.				
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).				
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:				
X	D. OTHER (Specify type of modification and authority) Deobligation of funds				
E. IMPORTANT: Contractor <input type="checkbox"/> is not. <input checked="" type="checkbox"/> is required to sign this document and return <u>1</u> copies to the issuing office.					
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)					
DUNS Number: 825229318					
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)					
Alt. COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)					
Contracting Officer: (b)(6); (202) 732-(b)(6); (b)(7)(C)					
The purpose of this modification is to deobligate funds from CLINs 1001 and 1002 in the amount of (b)(4)					
All other terms and conditions remain unchanged.					
Continued ...					
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.					
15A. NAME AND TITLE OF SIGNER (Type or print)			16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)		
			(b)(6); (b)(7)(C)		
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA	
(Signature of person authorized to sign)				(Signature of Contracting Officer)	
				16C. DATE SIGNED	

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-16-F-00004/P00006	PAGE	OF
		2	2

NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	Exempt Action: N Sensitive Award: NONE Delivery: 30 Days After Award Discount Terms: Net 30 Delivery Location Code: ICE/ERO ICE ENFORCEMENT REMOVAL IMMIGRATION AND CUSTOMS ENFORCEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536 Accounting Info: (b)(7)(E)				
10001	FOB: Destination Period of Performance: 03/21/2016 to 03/20/2018 Change Item 10001 to read as follows (amount shown is the total amount): BASE PERIOD CHANGE MANAGEMENT SERVICES				3,517,031.57
10002	Change Item 10002 to read as follows (amount shown is the total amount): BASE PERIOD TRAVEL				48,614.97

From: (b)(6); (b)(7)(C)
Sent: 24 May 2018 13:20:20 +0000
To: (b)(6); (b)(7)(C)
Cc:
Subject: HSCECR-17-F-00003 ERO 2.0

(b)(6);
(b)(7)(C)

This email serves as notice that ICE does not intend to exercise CLINs 3005 and 3006 on task order HSCECR-17-F-00003. As of right now the current active CLINs, 1006 and 3004, will expire on 6/30/2018 and 6/24/2018, respectively. After 6/30/2018 there will be no other active CLINs and the task order will be considered complete.

Thanks,

(b)(6); (b)(7)(C)

Contract Specialist
Detention, Compliance, and Removal
DHS/ICE/OAQ
202-732-(b)(6);

My FBO	My Profile	Notices	Document Packages
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Welcome, (b)(6) Accessibility User Guide Logout

Fair Opportunity / Limited Sources JustificationHSCECR-17-F-00003

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Notice Information

Packages

Interested Vendors

Print

Link

Note: This is a Fair Opportunity / Limited Sources Justification Notice

[Return To List](#)

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Notice Information

Solicitation:

HSCECR-17-F-00003

Agency/Office:

Immigration & Customs Enforcement

Location:

ICE-OAQ-DM

Title:

Integrated Consulting Services

Fair Opportunity / Limited Sources Justification Authority:

Only One Source (except brand name)

Contract Award Date:

October 23, 2017

Description(s):

Added: Nov 02, 2017 5:18 pm

THIS IS NOT A SOLICITATION.

This Limited Sources Justification is being posted in accordance with FAR 8.405-6.

This Limited Sources Justification was developed in accordance with FAR 8.405-6(a)(1)(i)(B).

Primary Point of Contact:

(b)(6), (b)(7)(C)

Phone: 202732 (b)(6)

Secondary Point of Contact:

(b)(6)

Contracting Officer

(b)(6) / (b)(7)(C)

Contract Award Number:

GS-10F-0118S

Task/Delivery Order Number:

HSCECR-17-F-00003_P00013

Modification Number:

P00013

Contracting Office Address:

801 I Street, NW, (b)(6)
Washington, District of Columbia 20536
United States

Place of Contract Performance:

Washington, District of Columbia 20536
United States

Allow Vendors To Add/Remove From Interested Vendors:

No

Allow Vendors To View Interested Vendors List:

No

Recovery and Reinvestment Act Action:

No

Solicitation External Reference:

<https://www.fbo.gov/spg/DHS/INS/ICE-OAQ-DM/HSCECR-17-F-00003/listing.html>

PROCUREMENT NOTICE INFO

Created: November 2, 2017 4:51 pm

By: (b)(6)

Modified: November 2, 2017 5:18 pm

By: (b)(6)

GENERAL INFORMATION

Notice Type:

Fair Opportunity / Limited Sources
Justification

Posted Date:

November 2, 2017

Response Date:

-

Archiving Policy:

Automatic, 15 days after response
date

Archive Date:

December 2, 2017

Classification Code:

R -- Professional, administrative, and
management support services

NAICS Code:

541 -- Professional, Scientific, and
Technical Services/541611 --
Administrative Management and
General Management Consulting
Services

NOTICE HISTORY

Original Notice: HSCECR-17-F-00003
(Nov 02, 2017)

FILES

[Limited Sources Justification](#) 

Nov 02, 2017

[02.03 Limited Source...](#)

Solicitation External Reference To Packages:

<https://www.fbo.gov/spg/DHS/INS/ICE-OAQ-DM/HSCECR-17-F-00003/packages.html>

[Return To List](#) [Archive](#) [Print](#)

[User Guide](#) [For Help: Federal Service Desk](#) [Accessibility](#)

■ [Fair Opportunity Enforcement Video](#)

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES 1 2	
2. AMENDMENT/MODIFICATION NO. P00014		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO.	
6. ISSUED BY ICE/DCR		7. ADMINISTERED BY (If other than Item 6) ICE/DCR		5. PROJECT NO. (If applicable)	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		9A. AMENDMENT OF SOLICITATION NO. 9B. DATED (SEE ITEM 11) 10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003 10B. DATED (SEE ITEM 13) 12/26/2016			
CODE 8252293180000		FACILITY CODE			

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☐ is extended. ☐ is not extended.
Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)

See Schedule

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
X	D. OTHER (Specify type of modification and authority) 52.217-9

E. IMPORTANT: Contractor ☒ is not. ☐ is required to sign this document and return _____ copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

DUNS Number: 825229318

COR: (b)(6); (b)(7)(C), (202) 732-(b)(6); (b)(7)(C)

Contracting Officer: (b)(6); (b)(7)(C), (202) 732-(b)(6); (b)(7)(C)

Contract Specialist: (b)(6); (b)(7)(C), (202) 732-(b)(6); (b)(7)(C)

The purpose of this modification is to extend the period of performance of CLIN 2004 at no additional cost to the Government. The period of performance is as follows:

CLIN 2004: 8/19/17 - 11/3/17

All other terms and conditions remain the same.

Continued ...

Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print)		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) (b)(6); (b)(7)(C)	
15B. CONTRACTOR/OFFEROR (Signature of person authorized to sign)	15C. DATE SIGNED	16B. UNITED STATES OF AMERICA (Signature of Contracting Officer)	16C. DATE SIGNED

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
GS-10F-0118S/HSCECR-17-F-00003/P00014PAGE OF
2 2

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
2004	<p>Exempt Action: N Sensitive Award: NONE</p> <p>Discount Terms:</p> <p>Net 30</p> <p>Accounting Info:</p> <p>(b)(7)(E)</p> <p>FOB: Destination</p> <p>Period of Performance: 01/03/2017 to 01/23/2018</p> <p>Change Item 2004 to read as follows (amount shown is the obligated amount):</p> <p>Total Cost of Ownership Procurement Strategy</p> <p>(b)(4)</p> <p>Period of Performance: 8/19/17 - 11/3/17</p> <p>Product/Service Code: R799</p> <p>Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p>				0.00

From: (b)(6);
Sent: 14 Mar 2018 14:19:12 +0000
To: (b)(6); (b)(7)(C)
Cc:
Subject: Re: Possible extension of TMS related tasks on HSCECR-17-F-00003

Hi (b)(6)

The team confirmed that March 19th is a go. I'll keep an eye out for the mod and get it signed quickly once it comes in.

Thanks!

(b)(6);

From: (b)(6); (b)(7)(C)
Sent: Wednesday, March 14, 2018 10:13 AM
To: (b)(6); (b)(7)(C)
Cc:
Subject: [EXT]Re: Possible extension of TMS related tasks on HSCECR-17-F-00003

(b)(6);
(b)(7)(C)

March 19 is still our target start date and I understand McKinsey's as well. Can you confirm that? We're hoping to get the funding and modification done in the next couple of days.

(b)(6);
(b)(7)(C)

Section Chief | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Wednesday, March 14, 2018 10:11 AM
To: (b)(6); (b)(7)(C)
Subject: Re: Possible extension of TMS related tasks on HSCECR-17-F-00003

Thanks, (b)(6);
(b)(7)(C)

Sounds great – and no worries. I will let the team know that things are still in process, but to be on stand-by.

From: (b)(6); (b)(7)(C)
Sent: Friday, March 9, 2018 8:19 AM
To: (b)(6); (b)(7)(C)
Cc:
Subject: [EXT]Re: Possible extension of TMS related tasks on HSCECR-17-F-00003

(b)(6);
(b)(7)(C)

I am travelling back from Arizona today and won't have email access until later this afternoon. I've told the folks at ICE/OHC that we still haven't received the funding from them yet for the modification so let's hold off on the kick-off originally planned for Monday the 12th. I don't know how soon we will be receiving the funding but it sounds like it is on the way. It would make more sense for us to set a new kick off date after we have the modification done. Thanks and sorry for any inconvenience this may have caused.

(b)(6); (b)(7)(C)

Section Chief | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Thursday, March 01, 2018 8:59 AM
To: (b)(6); (b)(7)(C)
Cc:
Subject: Re: Possible extension of TMS related tasks on HSCECR-17-F-00003

Hi (b)(6);
(b)(7)(C)

I heard from the team and it sounds like there were a couple of outstanding items that needed to be completed beforehand, and assuming those have been completed the 12th works for a start date.

Thanks,
(b)(6);
(b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Wednesday, February 28, 2018 9:18 AM
To: (b)(6); (b)(7)(C)
Cc:
Subject: [EXT]Re: Possible extension of TMS related tasks on HSCECR-17-F-00003

Good morning (b)(6);
(b)(7)(C)

Is March 12 is a feasible start date or would you all prefer some other date? We're still awaiting funding but hope to have the modification completed later this week or early next.

(b)(6);
(b)(7)(C)

Section Chief | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Monday, February 26, 2018 10:51 AM
To: (b)(6); (b)(7)(C)
Subject: Re: Possible extension of TMS related tasks on HSCECR-17-F-00003

Sounds good – thanks!

From: (b)(6); (b)(7)(C)
Sent: Monday, February 26, 2018 9:50 AM
To: (b)(6); (b)(7)(C)
Subject: [EXT]Re: Possible extension of TMS related tasks on HSCECR-17-F-00003

Hi (b)(6);

The latest I've heard from the Office of Human Capital is that they want to do the extension. I just need to confirm what their desired start date is. I've proposed March 12 as a reasonable or realistic date but I need to confirm with them.

(b)(6);
Section Chief | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Monday, February 26, 2018 9:47 AM
To: (b)(6); (b)(7)(C)
Cc:
Subject: RE: Re: Possible extension of TMS related tasks on HSCECR-17-F-00003

Excellent – thanks for the notification!

(b)(6); (b)(7)(C) has there been any interest/movement on the possibility of revisiting the TMS options?

From: (b)(6); (b)(7)(C)
Sent: Monday, February 26, 2018 9:45 AM
To: (b)(6); (b)(7)(C)
Cc:
Subject: [EXT]Re: Possible extension of TMS related tasks on HSCECR-17-F-00003

(b)(6); (b)(7)(C)
This is formal notice of our intent to exercise CLIN 1006 on HSCECR-17-F-00003 at the previously agreed upon rates and POP. We will likely have the modification processed sometime today,

Thanks,

From: (b)(6); (b)(7)(C)
Sent: Thursday, February 15, 2018 2:17 PM

To: (b)(6); (b)(7)(C)
Cc: (b)(6); (b)(7)(C)

Subject: RE: RE: Possible extension of TMS related tasks on HSCECR-17-F-00003

Hi (b)(6);

Thanks!

From: (b)(6); (b)(7)(C)

Sent: Thursday, February 15, 2018 12:19 PM

To: (b)(6); (b)(7)(C)

Cc: (b)(6); (b)(7)(C)

Subject: [EXT]RE: RE: Possible extension of TMS related tasks on HSCECR-17-F-00003

(b)(6); Last week we added the final round of funds to Task 3, CLIN 1005, so it is now fully funded. We're still waiting to hear from the program office if CLIN 1006 will be exercised or not.

Thanks,

From: (b)(6); (b)(7)(C)

Sent: Thursday, February 15, 2018 12:13 PM

To: (b)(6); (b)(7)(C)

Subject: FW: RE: Possible extension of TMS related tasks on HSCECR-17-F-00003

(b)(6);
(b)(7)(C)

Can you respond to (b)(6); (b)(7)(C) regarding the funding?

(b)(6);

Section Chief | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Thursday, February 15, 2018 12:04 PM

To: (b)(6); (b)(7)(C)

Subject: RE: RE: Possible extension of TMS related tasks on HSCECR-17-F-00003

H (b)(6);

I know you are still waiting to hear from the OHC re: the TMS options, but I just wanted to circle back with you regarding the incremental funding for (b)(4). Is DHS planning on issuing a funding modification for the remaining portion of (b)(4)?

Thanks!

(b)(6);

From: (b)(6);

Sent: Thursday, February 8, 2018 7:38 PM

To: (b)(6); (b)(7)(C)

Subject: RE: [EXT]RE: Possible extension of TMS related tasks on HSCECR-17-F-00003

Hi (b)(6);

I heard back from the project team regarding the TMS options.

Assuming that unexercised options are (b)(4) from the attached proposal/task order modifications), the team has confirmed that so long as the scope hasn't changed and the intent/goals of OHC leadership are still the same, we will honor the pricing and duration of (b)(4)

(b)(4) 2 weeks (b)(4)

(b)(4) 0 weeks, (b)(4)

With regard to ramp-up time, ideally we would request a week or two to staff a team and confirm scope with OHC leadership. However, if we need to start right away, we will find a way to make it work.

Additionally, the team also mentioned that the current incremental funding for (b)(4) funded in the most recent modification, also attached) has almost been fully expended so we wanted to check to see if DHS was planning on issuing a funding modification for the remaining portion of (b)(4). And, while it is a bit down the road – if DHS was planning on exercising the CLIN for (b)(4)

Thanks again and please let me know if you need anything else from me – including an updated proposal for the TMS work.

(b)(6);

From: (b)(6); (b)(7)(C)

Sent: Thursday, February 8, 2018 11:00 AM

To: (b)(6); (b)(7)(C)

Subject: [EXT]RE: Possible extension of TMS related tasks on HSCECR-17-F-00003

(b)(6);
(b)(7)(C)

Please call me before 1 pm today.

(b)(6);

Section Chief | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)

Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);

Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Wednesday, February 07, 2018 7:22 PM
To: (b)(6); (b)(7)(C)
Cc: [REDACTED]
Subject: RE: Possible extension of TMS related tasks on HSCECR-17-F-00003

H (b)(6); (b)(7)(C)

Apologies – I’ve been switching offices and phones the last couple of months. I’ll give you a call tomorrow. Is there a time that works better for you?

From: (b)(6); (b)(7)(C)
Sent: Wednesday, February 7, 2018 4:44 PM
To: (b)(6); (b)(7)(C)
Cc: [REDACTED]
Subject: [EXT]Possible extension of TMS related tasks on HSCECR-17-F-00003

(b)(6); (b)(7)(C)

I have left a couple of voice messages on your mobile number. The landline number I have for you appears to be outdated. Please give me a call as soon as you can tomorrow. Our Office of Human Capital is interested in possibly reviving the Talent Management Strategy tasks from task order HSCECR-17-F-00003. I would like to discuss this with you or someone else at McKinsey at your earliest availability.

(b)(6); (b)(7)(C)

Section Chief | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); (b)(7)(C) | Mobile: 202-380-(b)(6); (b)(7)(C)
Email: (b)(6); (b)(7)(C)

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This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

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From: (b)(6); (b)(7)(C)
Sent: 13 Mar 2018 15:06:29 +0000
To: (b)(6); (b)(7)(C)
Subject: RE: Re: Possible extension of TMS related tasks on HSCECR-17-F-00003

Good morning (b)(6); I just wanted to check on my question below. Thanks,

From: (b)(6); (b)(7)(C)
Sent: Monday, March 12, 2018 10:29 AM
To: (b)(6); (b)(7)(C)
Subject: RE: Re: Possible extension of TMS related tasks on HSCECR-17-F-00003

(b)(6); can you tell me how many actual McKinsey employees we have working on this task order? And when we exercise CLINs 3004/5/6, will that number increase or is it just the same people doing more work?

Thanks,

From: (b)(6); (b)(7)(C)
Sent: Monday, February 26, 2018 9:47 AM
To: (b)(6); (b)(7)(C)
Cc: (b)(6); (b)(7)(C)
Subject: RE: Re: Possible extension of TMS related tasks on HSCECR-17-F-00003

Excellent – thanks for the notification!

(b)(6); (b)(7)(C) – has there been any interest/movement on the possibility of revisiting the TMS options?

From: (b)(6); (b)(7)(C)
Sent: Monday, February 26, 2018 9:45 AM
To: (b)(6); (b)(7)(C)
Cc: (b)(6); (b)(7)(C)
Subject: [EXT]Re: Possible extension of TMS related tasks on HSCECR-17-F-00003

(b)(6);
This is formal notice of our intent to exercise CLIN 1006 on HSCECR-17-F-00003 at the previously agreed upon rates and POP. We will likely have the modification processed sometime today,

Thanks,

From: (b)(6); (b)(7)(C)
Sent: Thursday, February 15, 2018 2:17 PM
To: (b)(6); (b)(7)(C)
Cc: (b)(6); (b)(7)(C)
Subject: RE: RE: Possible extension of TMS related tasks on HSCECR-17-F-00003

Hi (b)(6);

Thanks!

From: (b)(6); (b)(7)(C)

Sent: Thursday, February 15, 2018 12:19 PM

To: (b)(6); (b)(7)(C)

Cc:

Subject: [EXT]RE: RE: Possible extension of TMS related tasks on HSCECR-17-F-00003

(b)(6); Last week we added the final round of funds to Task 3, CLIN 1005, so it is now fully funded. We're still waiting to hear from the program office if CLIN 1006 will be exercised or not.

Thanks,

From: (b)(6); (b)(7)(C)

Sent: Thursday, February 15, 2018 12:13 PM

To: (b)(6); (b)(7)(C)

Subject: FW: RE: Possible extension of TMS related tasks on HSCECR-17-F-00003

(b)(6);

Can you respond to (b)(6); regarding the funding?

(b)(6);

Section Chief | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Thursday, February 15, 2018 12:04 PM

To: (b)(6); (b)(7)(C)

Subject: RE: RE: Possible extension of TMS related tasks on HSCECR-17-F-00003

Hi (b)(6);

I know you are still waiting to hear from the OHC re: the TMS options, but I just wanted to circle back with you regarding the incremental funding for (b)(4). Is DHS planning on issuing a funding modification for the remaining portion of \$(b)(4)?

Thanks!

(b)(6);
(b)(7)(C);

From: (b)(6); (b)(7)(C)

Sent: Thursday, February 8, 2018 7:38 PM

To: (b)(6); (b)(7)(C)

Subject: RE: [EXT]RE: Possible extension of TMS related tasks on HSCECR-17-F-00003

Hi (b)(6);
(b)(7)(C);

I heard back from the project team regarding the TMS options.

Assuming that unexercised options are (b)(4) (from the attached proposal/task order modifications), the team has confirmed that so long as the scope hasn't changed and the intent/goals of OHC leadership are still the same, we will honor the pricing and duration of (b)(4)

(b)(4) 12 weeks, (b)(4)
(b)(4) 20 weeks, (b)(4)

With regard to ramp-up time, ideally we would request a week or two to staff a team and confirm scope with OHC leadership. However, if we need to start right away, we will find a way to make it work.

Additionally, the team also mentioned that the current incremental funding for (b)(4) (funded in the most recent modification, also attached) has almost been fully expended so we wanted to check to see if DHS was planning on issuing a funding modification for the remaining portion of (b)(4) and, while it is a bit down the road – if DHS was planning on exercising the CLIN for St (b)(4)

Thanks again and please let me know if you need anything else from me – including an updated proposal for the TMS work.

(b)(6);
(b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Thursday, February 8, 2018 11:00 AM
To: (b)(6); (b)(7)(C)
Subject: [EXT]RE: Possible extension of TMS related tasks on HSCECR-17-F-00003

(b)(6);
(b)(7)(C)

Please call me before 1 pm today.

(b)(6);
Section Chief | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Wednesday, February 07, 2018 7:22 PM
To: (b)(6); (b)(7)(C)
Cc: (b)(6); (b)(7)(C)
Subject: RE: Possible extension of TMS related tasks on HSCECR-17-F-00003

Hi (b)(6)

Apologies – I've been switching offices and phones the last couple of months. I'll give you a call tomorrow. Is there a time that works better for you?

From: (b)(6); (b)(7)(C)
Sent: Wednesday, February 7, 2018 4:44 PM
To: (b)(6); (b)(7)(C)
Cc:
Subject: [EXT]Possible extension of TMS related tasks on HSCECR-17-F-00003

(b)(6);
(b)(7)(C)

I have left a couple of voice messages on your mobile number. The landline number I have for you appears to be outdated. Please give me a call as soon as you can tomorrow. Our Office of Human Capital is interested in possibly reviving the Talent Management Strategy tasks from task order HSCECR-17-F-00003. I would like to discuss this with you or someone else at McKinsey at your earliest availability.

(b)(6); (b)(7)(C)

Section Chief | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

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OBLIGATION PROCESSING FORM - PRIOR YEAR

1. REQUEST TYPE

- ☒ NEW PRIOR YEAR OBLIGATION
☐ ADJUSTMENT TO EXISTING PRIOR YEAR OBLIGATION

2. FISCAL YEAR

2 0 1 7

3. VENDOR/TRAVELER NAME

McKinsey & Company, Inc.

4. DHS DOCUMENT NUMBER

HSCECR-16-F-00004

5. PONO

6. DOCUMENT TYPE

DO

7. VENDOR ID / EID

562405213

8. EXISTING PRIOR YEAR OBLIGATION REQUESTS

a. CURRENT STATUS

- ☐ OPEN
☐ CLOSED

b. DESIRED STATUS

- ☐ OPEN
☐ CLOSED

c. NET EFFECT

- ☐ INCREASE
☒ DECREASE
☐ ZERO

d. NET CHANGE TO OBLIG

(b)(4)

9. FINAL OBLIGATION AMOUNT

\$0.00

10. REQUEST EFFECT ON THE ITEM/MDL (s) LISTED BELOW

ITEM TYPE	ITEM	MDL	NET CHANGE TO ITM/MDL	BUR	PROJECT CODE	TASK CODE	FUND CODE	PROGRAM CODE	ORG CODE	OBJECT CLASS	UDF
				XX	XXXXXXX	XXX	XX	XX-XX-XX-XXX	XX-XX-XXXX-XX-XX-XX-XX	XX-XX-XX-XX	XXXXXX
Services	5	1	(b)(4)	19	NONE000	TFM	E1	31-59-00-000	18-06-0100-40-00-00-00-00	GE-25-76-00-00	00000

11. JUSTIFICATION / REASON FOR OBLIGATION CHANGE

Closing contract de-obligating remaining funds. GS-10-F-01185/HSCECR-16-F-00004. Ref: 192117EROLESA0018.1.

12. ACTION TAKEN TO PREVENT FUTURE REQUESTS FOR PRIOR YEAR FUNDING

De-obligation of funds at close of contract.

13. PROGRAM APPROVAL VERIFICATION

Requesting Official

(Typed Name and Signature)

Date

Funds Certifier

(Print Name and Signature)

Date

All new prior year non-contract obligation requests require supporting documentation at time of submission, regardless of the dollar amount.

REQUESTING PROGRAM STOP HERE

OBPP SIGN BELOW

OBPP Approver

(Typed Name and Signature)

Date

OBPP approval required for: Prior year non-contract requests over \$25k and prior year contract requests over \$1M.

INTENDED USE OF FORM:

1. This form should be used for requesting adjustments to existing prior year obligations or for recording new prior year obligations where the Program Office did not create an appropriate obligation before the expense was incurred.

For Contract obligations, please coordinate with the Office of Acquisitions (OAQ) to ensure appropriate contractual modifications are in place prior to submitting the form to FSC-Dallas. For adjustments \$1M or greater, ensure approval from OBPP before submitting to OAQ.

For Non-Contract obligations, please refer to the guidance labeled "[Policy for New Prior Year Non-Contract Obligation Requirement](#)" prior to submitting this form. For adjustments \$25K or greater, ensure approval from OBPP before submitting to FSC-Dallas.

2. Increase(s) or decrease(s) to the obligated amount on an existing prior year obligation.

a. FM018 Obligation re-open or closure requests for all items/MDLS on the obligation do not require block 10 to be completed. Annotate in the Section 11 all lines on the obligation require action. If only specific lines require action, section 10 is to be completed.

DIRECTIONS:

1. REQUEST TYPE	CHECK ONE - New Prior Year Obligation (The obligation does not exist within FFMS) or Adjustment to Existing Prior Year Obligation
2. FISCAL YEAR	Enter the four digit numerical value of the fiscal year from which the obligation is funded.
3. VENDOR/TRAVELER	Enter the name of the vendor or employee for whom the funds are obligated
4. DHS DOCUMENT NUMBER	Enter the existing DHS Document Number or, if it is a new prior-year obligation, create a new one using the predetermined 17-character format outlined in the "Obligation Management Quick Reference Guide"
5. PONO	Enter the six digit obligation/document number from FFMS for existing obligations. New obligations will not have a PONO yet.
6. DOCUMENT TYPE	Choose the appropriate active obligation type. When using the new predetermined format, the document type corresponds with 3 rd and 4 th digits, for example: 19 11 10 OFM 0000 00001 - The 11 corresponds to the G250 document type Please reference the "Obligation Management Quick Reference Guide" for more detailed instructions.
7. VENDOR ID / EID#	Provide the vendor ID or employee's EID #. <i>Please do not provide employee social security numbers.</i>
8. EXISTING PRIOR YEAR REQUESTS	- Only requests effecting <i>existing</i> obligations need to complete this section
a. Current Status	Before any changes have been processed, is the current status of the transaction open or closed? Place an "X" in the appropriate box.
b. Desired Status	After the change has been processed, will the current status of the transaction be open or closed? Place an "X" in the appropriate box.
c. Net Effect	Is the amount in box 8d a decrease, increase or zero dollar change to the original obligation amount? Place an "X" in the appropriate box.
9. FINAL OBLIGATION AMOUNT	Add the amount request in box 8d to the original obligation amount and place the new total here.
10. REQUEST EFFECT ON THE ITEM/MDL (s) listed below:	Enter the full ACCS detail for <i>each effected ITEM/MDL</i> , except FM018 requests on the entire obligation.
ITEM TYPE	Enter the active item type
ITEM	Enter in the Item number for the requested change
MDL	Enter in the MDL number for the requested change
Net Change to Item/MDL	Enter the dollar amount of the requested change. (A negative number for decreases and a positive for increases).
Follow the format shown in row one to complete the remaining ACCS fields for <i>every</i> item/mdl affected. The complete ACCS information can be obtained from either the original FM040, FM151 report, or the FM020 report.	

Office of Financial Management
Financial Service Center - Dallas **Updated February 2018**

11. Provide a *detailed* response explaining why the request was *not* made prior to the close of the applicable fiscal year. Requests without detailed justification will be rejected back to the Program Office

12. ACTION TAKEN TO PREVENT FUTURE REQUESTS FOR PRIOR YEAR FUNDING – Must be completed for processing.

Provide a *detailed* response explaining the actions taken to prevent the occurrence of future requests for prior year funding.

13. PROGRAM APPROVAL VERIFICATION – This request cannot be processed unless BOTH signatures are completed.

Funds Certifier	Printed name and signature of the funding official/certifier. Enter the date the form was signed. **Note: The Funds Certifier cannot be the same individual as the Requesting Official.
Requesting Official	Printed name and signature of the requesting official. Enter the date the form was submitted for approval. **Note: The Requesting Official cannot be the same individual as the Funds Certifier.
OBPP Approver	Printed name and signature of the OBPP Approver for non-contract funds requests over \$25K and prior year contract requests over \$1M . Enter the date the form was signed.

SUBMISSION INSTRUCTIONS FOR PRIOR YEAR FUNDS REQUESTS:

The program office will upload the obligation processing form (OPF) via WebView Obligation Management to be processed by Financial Service Center Dallas. Please note OBPP approval and signature is required on all prior year non-contract requests over \$25K and prior year contract requests over \$1M.

MANUALLY PREPARED AND/OR SIGNED DOCUMENTS THAT ARE ILLEGIBLE WILL BE REJECTED BACK TO THE PROGRAM OFFICE

From: (b)(6); (b)(7)(C)
Sent: 8 Nov 2017 15:56:19 +0000
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)
Attachments: 05.03_HSCECR-17-F-00003_P00015.pdf

Thanks (b)(6); Here is the completed version.

From: (b)(6); (b)(7)(C)
Sent: Wednesday, November 8, 2017 10:13 AM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)

Hi (b)(6);

I did – just received ok to sign off late last night. Attached is the signed.

Thanks!

From: (b)(6); (b)(7)(C)
Sent: Wednesday, November 8, 2017 9:04 AM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)

(b)(6); I just wanted to confirm that you received the modification. Once McKinsey signs, we'll finish processing on our side. Thanks,

From: (b)(6); (b)(7)(C)
Sent: Tuesday, November 7, 2017 1:06 PM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)

(b)(6); here is the mod to extend the pop for (b)(4) Please review, sign, and return to me. Let me know if you have any questions.

Thanks!

From: (b)(6); (b)(7)(C)
Sent: Friday, November 3, 2017 9:56 AM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)

No worries, whenever you get around to it. Have a great weekend!

From: (b)(6); (b)(7)(C)
Sent: Friday, November 3, 2017 9:46 AM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)

Thanks (b)(6); I believe this will work just fine. Unfortunately we're a little understaffed today so we likely won't be able to get the modification processed until Monday.

From: (b)(6); (b)(7)(C)
Sent: Thursday, November 2, 2017 4:26 PM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)

Hi (b)(6);

Below is the updated invoicing schedule that correlates to the updated period of performance for both Step 3 and Step 4. Please let me know if you have any questions.

Thanks!

(b)(6);

(b)(4)	Invoice Period	Invoice Date	Invoice Amount
	October 16, 2017 – December 15, 2017	December 16, 2017	(b)(4)
	December 16, 2017 – January 15, 2018	January 16, 2018	
	January 16, 2018 – February 15, 2018	February 16, 2018	
	February 16, 2018 – March 31, 2018	April 1, 2018	
(b)(4)	Invoice Period	Invoice Date	Invoice Amount
	April 1, 2018 – April 30, 2018	May 1, 2018	(b)(4)
	May 1, 2018 – May 31, 2018	June 1, 2018	
	June 1, 2018 – June 30, 2018	July 1, 2018	

From: (b)(6); (b)(7)(C)
Sent: Thursday, November 2, 2017 12:21 PM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)

Thanks (b)(6); I'll run this past the front office. Under this plan would (b)(4) still begin on 1/16 or would it begin on 4/1?

From: (b)(6); (b)(7)(C)
Sent: Thursday, November 2, 2017 10:24 AM

To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0 (b)(4)

Hi (b)(6); (b)(7)(C)

I believe so. The team is proposing to extend the (b)(4) PoP to the end of March and the (b)(4) PoP to the end of June. I think that we need to revise the invoice schedule however. So I am working on developing the revised the revised invoice schedule.

Will that work for you?

Please feel free to give me a call if it's easier.

Thanks!

(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Thursday, November 2, 2017 8:25 AM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0 (b)(4)

Good morning (b)(6); has the team come up with any acceptable options? Let us know. Thanks!

From: (b)(6); (b)(7)(C)
Sent: Tuesday, October 31, 2017 1:51 PM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)

That works just fine, thanks (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Tuesday, October 31, 2017 1:08 PM
To: (b)(6); (b)(7)(C)
Subject: RE: ERO 2.0, (b)(4)

Hi (b)(6); (b)(7)(C)

I spoke with the team. They are going to take a look and get back to me with potential proposed options hopefully tonight and I will aim to get you our suggestion no later than tomorrow midday. Will that work?

Thanks!

(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Tuesday, October 31, 2017 10:35 AM
To: (b)(6); (b)(7)(C)

Cc: (b)(6); (b)(7)(C)
Subject: ERO 2.0, (b)(4)

Good morning (b)(6);

I just received news from ERO that they are interested in moving the HQ Wave Planning portion of (b)(4)
(b)(4) Would this be possible? Has the team started work on this function yet? Please give me a call or let me know if you have any questions.

Thanks,

(b)(6); (b)(7)(C)
Contract Specialist
Detention, Compliance, and Removal
DHS/ICE/OAQ
202-732-(b)(6);

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AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES 1 2	
2. AMENDMENT/MODIFICATION NO. P00015		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO.	
6. ISSUED BY ICE/DCR		7. ADMINISTERED BY (If other than Item 6) ICE/DCR		5. PROJECT NO. (If applicable)	
ICE/DETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		ICE/DETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		9A. AMENDMENT OF SOLICITATION NO. 9B. DATED (SEE ITEM 11) 10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003 10B. DATED (SEE ITEM 13) 12/26/2016			
CODE 8252293180000		FACILITY CODE			

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☐ is extended. ☐ is not extended.
Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)

See Schedule

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
X	D. OTHER (Specify type of modification and authority) FAR 43.103(a)

E. IMPORTANT: Contractor ☐ is not. ☒ is required to sign this document and return 1 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

DUNS Number: 825229318

COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

The purpose of this modification is to extend the period of performance of CLIN 1005 and 1005 at no additional cost to the Government. The period of performance is as follows:

CLIN 1005: 10/24/17 - 3/31/18

CLIN 1006: 4/1/18 - 6/30/18

Continued ...

Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) (b)(6); Partner		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) (b)(6); (b)(7)(C)	
15B. CONTRACTOR/O (b)(6); (b)(7)(C) (Signature)		16B. UNITED STATES OF AMERICA (b)(6); (b)(7)(C) (Signature of Contracting Officer)	
15C. DATE SIGNED November 8, 2017		16C. DATE SIGNED	

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
GS-10F-0118S/HSCECR-17-F-00003/P00015PAGE OF
2 2

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
1005	<p>All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 FOB: Destination Period of Performance: 01/03/2017 to 03/31/2018 Change Item 1005 to read as follows (amount shown is the obligated amount):</p> <p>(b)(4)</p> <p>Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4)</p> <p>Accounting Info: (b)(7)(E)</p> <p>Funded: \$0.00 Accounting Info: (b)(7)(E)</p> <p>Funded: \$0.00</p> <p>Change Item 1006 to read as follows (amount shown is the obligated amount):</p>				0.00
1006	<p>(b)(4)</p> <p>Amount: (b)(4) (Option Line Item) 01/15/2018 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p> <p>Accounting Info: Funded: \$0.00</p>				0.00

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT				1. CONTRACT ID CODE		PAGE OF PAGES	
						1 2	
2. AMENDMENT/MODIFICATION NO.		3. EFFECTIVE DATE		4. REQUISITION/PURCHASE REQ. NO.		5. PROJECT NO. (If applicable)	
P00013		See Block 16C		192118EROLESA0001			
6. ISSUED BY		CODE		7. ADMINISTERED BY (If other than Item 6)		CODE	
		ICE/DCR				ICE/DCR	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536				ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)				(x) 9A. AMENDMENT OF SOLICITATION NO.			
MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412							
				9B. DATED (SEE ITEM 11)			
				10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003			
CODE 8252293180000		FACILITY CODE		10B. DATED (SEE ITEM 13) 12/26/2016			
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS							
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.							
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule				Net Increase:		\$1,407,759.58	
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.							
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.						
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).						
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:						
X	D. OTHER (Specify type of modification and authority) 52.217-9						
E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not, <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.							
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)							
DUNS Number: 825229318							
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
Contracting Officer: (b)(6); (202) 732-(b)(6); (b)(7)(C)							
Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
<p>The purpose of this modification is to extend services for Task 3. These services are provided in accordance with the vendor's technical quote which was submitted on October 16, 2017, and is hereby incorporated by reference. Prices for the extended service CLINs are in accordance with the vendors updated price quote, submitted on October 16, 2017.</p> <p>All other terms and conditions remain the same.</p> <p>Continued ...</p> <p>Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.</p>							
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)			
				(b)(6); (b)(7)(C)			
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA		16C. DATE SIGNED	
				(b)(6); (b)(7)(C)			
(Signature of person authorized to sign)				(Signature of Contracting Officer)			

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00013	PAGE	OF
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NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	<p>Exempt Action: N Sensitive Award: NONE</p> <p>Discount Terms:</p> <p>Net 30</p> <p>Delivery Location Code: ICE/ERO</p> <p>ICE ENFORCEMENT REMOVAL</p> <p>IMMIGRATION AND CUSTOMS ENFORCEMENT</p> <p>801 I STREET NW</p> <p>(b)(6); (b)(7)(C)</p> <p>WASHINGTON DC 20536</p> <p>FOB: Destination</p> <p>Period of Performance: 01/03/2017 to 01/23/2018</p> <p>Add Item 1005 as follows:</p>				
1005	<p>(b)(4)</p> <p>Fully Funded Obligation Amount: (b)(4)</p> <p>Incrementally Funded Amount: (b)(4)</p> <p>Delivery: 30 Days After Award</p> <p>Accounting Info:</p> <p>(b)(7)(E)</p> <p>Funded: (b)(4)</p> <p>Accounting Info:</p> <p>(b)(7)(E)</p> <p>Funded: (b)(4)</p> <p>Add Item 1006 as follows:</p>				2,111,639.37
1006	<p>(b)(4)</p> <p>Amount: (b)(4) (Option Line Item)</p> <p>01/15/2018</p> <p>Product/Service Code: R799</p> <p>Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p> <p>Accounting Info:</p> <p>Funded: \$0.00</p>				0.00

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES 1 2	
2. AMENDMENT/MODIFICATION NO. P00006		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO.	
6. ISSUED BY ICE/DCR		7. ADMINISTERED BY (If other than Item 6)		5. PROJECT NO. (If applicable)	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536					
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)		9A. AMENDMENT OF SOLICITATION NO.			
MCKINSEY COMPANY INC WASHINGTON DC ATTN (b)(6); (b)(7)(C) 1200 19TH ST NW SUITE 1100 WASHINGTON DC 20036		9B. DATED (SEE ITEM 11)			
CODE 8252293180000		10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-16-F-00004			
FACILITY CODE		10B. DATED (SEE ITEM 13) 03/14/2016			
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS					
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.					
12. ACCOUNTING AND APPROPRIATION DATA (If required)		Net Decrease: -\$184,433.03			
See Schedule					
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.					
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.				
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).				
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:				
X	D. OTHER (Specify type of modification and authority) Deobligation of funds				
E. IMPORTANT: Contractor <input type="checkbox"/> is not, <input checked="" type="checkbox"/> is required to sign this document and return <u>1</u> copies to the issuing office.					
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)					
DUNS Number: 825229318					
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)					
Alt. COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)					
Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)					
The purpose of this modification is to deobligate funds from CLINs 1001 and 1002 in the amount of (b)(4).					
All other terms and conditions remain unchanged.					
Continued ...					
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.					
15A. NAME AND TITLE OF SIGNER (Type or print)		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)			
(b)(6); Partner		(b)(6); (b)(7)(C)			
15B. CONTRACTOR (b)(6); (b)(7)(C)		15C. DATE SIGNED 12/13/17		16B. UNITED STATES OF AMERICA (b)(6); (b)(7)(C)	
(Sign)				(Signature of Contracting Officer)	

REFERENCE NO. OF DOCUMENT BEING CONTINUED	PAGE	OF
GS-10F-0118S/HSCECR-16-F-00004/P00006	2	2

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	<p>Exempt Action: N Sensitive Award: NONE Delivery: 30 Days After Award Discount Terms: Net 30 Delivery Location Code: ICE/ERO ICE ENFORCEMENT REMOVAL IMMIGRATION AND CUSTOMS ENFORCEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536</p> <p>Accounting Info: (b)(7)(E)</p> <p>FOB: Destination Period of Performance: 03/21/2016 to 03/20/2018</p> <p>Change Item 10001 to read as follows (amount shown is the total amount):</p>				
10001	<p>BASE PERIOD CHANGE MANAGEMENT SERVICES</p> <p>Change Item 10002 to read as follows (amount shown is the total amount):</p>				3,517,031.57
10002	<p>BASE PERIOD TRAVEL</p>				48,614.97

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT				1. CONTRACT ID CODE		PAGE OF PAGES	
						1 3	
2. AMENDMENT/MODIFICATION NO.		3. EFFECTIVE DATE		4. REQUISITION/PURCHASE REQ. NO.		5. PROJECT NO. (If applicable)	
P00019		See Block 16C		192118OHC06090051			
6. ISSUED BY		CODE		7. ADMINISTERED BY (If other than Item 6)		CODE	
		ICE/DCR				ICE/DCR	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536				ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)				(x)			
MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412							
				9A. AMENDMENT OF SOLICITATION NO.			
				9B. DATED (SEE ITEM 11)			
				x 10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003			
				10B. DATED (SEE ITEM 13) 12/26/2016			
CODE 8252293180000		FACILITY CODE					
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS							
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.							
12. ACCOUNTING AND APPROPRIATION DATA (If required)				Net Increase:		\$1,679,656.65	
See Schedule							
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.							
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.						
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).						
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:						
X	D. OTHER (Specify type of modification and authority) FAR 52.217-9						
E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not. <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.							
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)							
DUNS Number: 825229318							
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
The purpose of this modification is to:							
1) Exercise and fully fund optional CLIN 3004 at \$1,679,656.65. The new period of performance (POP) for CLIN 3004 is 3/19/2018 - 6/10/2018.							
2) Modify the POP for unexercised optional CLINs 3005 and 3006. The POP for both CLINs is Continued ...							
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.							
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)			
				(b)(6); (b)(7)(C)			
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA		16C. DATE SIGNED	
				(b)(6); (b)(7)(C)		3/14/2018	
(Signature of person authorized to sign)				(Signature of Contracting Officer)			
NSN 7540-01-152-8070 Previous edition unusable				STANDARD FORM 30 (REV. 10-83) Prescribed by GSA FAR (48 CFR) 53.243			

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00019	PAGE	OF
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NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	now 6/11/2018 - 10/28/2018. All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 FOB: Destination Period of Performance: 01/03/2017 to 06/30/2018 Change Item 3004 to read as follows (amount shown is the obligated amount):				
3004	Talent Management Strategy (b)(4) Period of Performance: 3/19/2018 - 6/10/2018 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: (b)(7)(E) Funded: \$1,679,656.65 Change Item 3005 to read as follows (amount shown is the obligated amount):				1,679,656.65
3005	Talent Management Strategy (b)(4) Period of Performance: 6/11/2018 - 10/28/2018 Amount: (b)(4) (Option Line Item) 11/24/2017 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: Funded: \$0.00 Change Item 3006 to read as follows (amount shown is the obligated amount):				0.00
3006	Talent Management Strategy (b)(4) Continued ...				0.00

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
GS-10F-0118S/HSCECR-17-F-00003/P00019PAGE OF
3 3

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	Period of Performance: 6/11/2018 - 10/28/2018 Amount: (b)(4) (Option Line Item) 11/24/2017 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: Funded: \$0.00				



U.S. Immigration
and Customs
Enforcement

Profit and profit margin

“Bite Sized” Knowledge Event Presentation

Questions that we'll answer today

- **What's the big idea?**

- How do we use this?
- Where do things get tricky?
- What do I take away from this?

What is profit and why does it matter?

(b)(5); (b)(4)



Key terms for profit

(b)(5); (b)(4)



Details on profit for companies as a whole

(b)(5); (b)(4)



Details on profit for specific contracts

(b)(5); (b)(4)



Claimed vs. effective profit and profit margins, and why they matter

(b)(5); (b)(4)



How to calculate claimed and effective profit for specific contracts

(b)(5); (b)(4)



Questions that we'll answer today

- What's the big idea?
- **How do we use this?**
- Where do things get tricky?
- What do I take away from this?

Activity: Calculating the effective profit rate for GCA Rio Grande

(b)(5); (b)(4)

Answer key:

(b)(5); (b)(4)



Questions that we'll answer today

- What's the big idea?
- How do we use this?
- **Where do things get tricky?**
- What do I take away from this?

Watch outs!

(b)(5); (b)(4)



Questions that we'll answer today

- What's the big idea?
- How do we use this?
- Where do things get tricky?
- **What do I take away from this?**

PROFIT

(b)(5); (b)(4)

